



1991
ANNUAL REPORT
FOR THE
TOWN OF ANDOVER

January 1, 1991 Through

December 31, 1991

*Prepared by the
Town Manager*

*PURSUANT TO THE PROVISIONS OF CHAPTER 40,
SECTION 49 OF THE GENERAL LAWS OF THE
COMMONWEALTH OF MASSACHUSETTS AND ARTICLE II,
SECTION FOUR OF THE BYLAWS OF THE
TOWN OF ANDOVER.*

FOR REFERENCE

Do Not Take From This Room



To the Honorable Board of Selectmen and Citizens of Andover:

"The public spirit in Massachusetts which led to the opening battles of the Revolution was nurtured and promoted in large measure by the deliberations and votes in the various town meetings."

- Massachusetts Supreme Judicial Court
1918

Public spirit was alive in the Town of Andover during 1991 as witnessed by a lively election for the Board of Selectmen and School Committee, an all-time record attendance at the Annual Town Meeting, and an unsuccessful Proposition 2½ override for the school budget.

Public spirit was evidenced at the Annual Town Meeting where 2,038 voters attended the first day of the meeting on April 1, 1991 making it the largest Annual Town Meeting in the history of the Town. At that meeting, Town meeting members deliberated and voted to appropriate \$53,996,551 for the operation of the Town's departments and public schools. They also approved a \$1.5M override for Proposition 2½ for the school department contingent upon a successful Special Town Election. A Capital Improvement Program bylaw was adopted along with a Water Conservation Committee.

At the Special Town Election held on May 6, 1991, the voters rejected the \$1.5M Proposition 2½ override for the school department by a vote of 2,826 in favor and 5,311 against.

On September 30, 1991, a Special Town Meeting was held to reduce the FY1992 budget appropriation by \$670,000 because of a reduction in local aid from the Commonwealth. The reductions came from various line items within the Town and School budgets as well as fixed costs.

1991 witnessed many highlights. The ones noted below are of particular interest:

Alfred L. Daniels retired after eighteen years as Town Counsel. He was replaced by Thomas J. Urbelis of the Boston law firm of Hovey, Urbelis, Fieldsteel & Bailin.

The Selectmen initiated the "Towards the 21st Century" program which is a citizen participation process that will determine the vision and mission of the Town of Andover for years to come.

The Boards of Selectmen of Andover and North Reading signed a 20-year Intermunicipal agreement that will permit Andover to sell up to 1.5 million gallons of water per day to North Reading.

A Central Business District Committee was appointed to promote downtown Andover business concerns. Students from Merrimack College conducted a market research survey and analysis of the downtown retail area.

Annual Town Meeting instructed the Town to keep the library open on Sunday afternoons. A transfer of funds by the Special Town Meeting in September and a transfer of funds by the Finance Committee enabled Sunday openings from October to June.

The Ballardvale Branch Library was closed in June. This marked the end of an era of Andover as a small town.

The Patriotic Holiday Committee brought the Mt. Rushmore flag to Andover and coordinated the ceremony on May 5, 1991.

\$16.M expansion of the Water Treatment Plant in May dedicated in honor of Robert E. McQuade, Andover's Department of Public Works Director.

Hurricane Bob hit Andover on Monday, August 19, 1991 causing fallen trees, drainage problems and power outages. The Emergency Management Team (Department of Public Works, Department of Municipal Maintenance, Police and Fire Departments) was activated to respond to the emergency.

Two automatic Heart/Start defibrillators were purchased by the Andover Fire Department and placed on each of the two responding ambulances. In addition, as a result of the Firefighters' Union solicitations, Raytheon Company donated \$4,300 to purchase a third defibrillator which was placed on an Engine Company.

A Police/Fire computer-aided dispatch system was installed in the Public Safety Center and the Fire Department substations. The system that serves the Police Department has been operational since April. The Fire Department's system will be operational in early 1992.

The Board of Selectmen voted to keep the tax factor at 120% for FY-1992. The tax rate was set at \$13.26 for residential property and open space and \$17.37 for commercial, industrial and personal property.

Ken Newcomb retired from the Department of Public Works, Highway Division, in July 1991 and passed away in August. A new flag pole was erected at the highway garage in his name.

In 1918 the Supreme Judicial Court wrote about town meetings nurturing and promoting the debate which led to the beginning of our Revolutionary War in 1776. Today in Andover, our town meetings provide the environment for discussion and debate on the Town's finances, land use and development issues, and matters relating to social interaction. Andover has the long-standing tradition of public spirited Town Meetings where issues and ideas are nurtured and promoted by thoughtful deliberation and debate.

Much was accomplished in 1991 thanks to the cooperation and teamwork shown by the Board of Selectmen, department heads, employees, and citizens. The quality of Andover's public services are unparalleled because of the hard work and cooperation of the elected and appointed town officials and members of our community who attend Town Meetings and participate in Town events. Please continue this tradition of participation by voting at the Annual Town Election on Monday, March 23, 1992 and the Annual Town Meeting scheduled for April 13, 14 and 15, 1992.

Respectfully submitted,

A handwritten signature in black ink, reading "Reginald S. Stapczynski". The signature is fluid and cursive, with the first name "Reginald" and last name "Stapczynski" clearly legible.

Reginald S. Stapczynski
Town Manager



To the Citizens of Andover:

This was a trying year for local officials throughout the Commonwealth of Massachusetts. Reductions in funding by the Commonwealth, but increased costs to cities and towns as a result of prior contracts, pensions and, above all, health insurance costs, brought a major financial problem to the Town of Andover. It required a Special Town Meeting in September to reduce the already approved budget to operate the Town and schools.

Despite these problems, some significant things happened. The Robert E. McQuade Water Treatment Plant was dedicated on May 6, 1991 with an event that featured Lt. Governor Paul Cellucci. This \$16.M expansion of the plant was a major undertaking. The plant meets our future water demands as well as the federal and state safe drinking water requirements.

Several roads were rebuilt although the infrastructure is still foremost in our minds and an important part of the Capital Improvement Program that the Board approved in December.

Traffic signal installations have already improved some major intersections which we hope will prevent serious accidents; High and Haverhill Streets, and Lowell Street and Haggetts Pond Road. Improvements to Elm Square, Shawsheen Square and Frontage Road were reviewed by the Board and are planned for either FY-1992 or FY-1993.

In the area of Public Safety, there was increased training and improvement to the communications system. Through the initiative of members of the Firefighter's Union, a Heart/Start defibrillator was donated by Raytheon and two additional units were purchased by the Town.

The Central Business District Committee met during the year and, with the help of Merrimack College, did a market survey of our downtown. They are continuing to meet and provide recommendations to the Board of Selectmen.

As of this date, the Board has had three meetings in the community to talk about the future of Andover in the 21st Century. We are also co-sponsoring an essay contest with the Andover Townsman on the same topic.

The Memorial Hall Library has remained open on Sunday as a result of a vote taken at the Annual Town Meeting.

This report would not be complete without a special "thank you" to Marshall's for sponsoring our 4th of July fireworks and to the many citizens and companies who also helped to make it a wonderful evening.

Long before the year 2000, Andover faces many immediate questions. The following are just a few: the need to improve our infrastructure, find new school space, recreation, conservation of open spaces, a Public Safety Center and a Senior Citizens Center. Above all, we must find a way to continue to provide the services that the residents of the Town of Andover want at a price we can afford. This will be our goal for the nineties.

Respectfully submitted,

Gerald H. Silverman
Chairman, Board of Selectmen

TOWN CLERK

During 1991 the Town held an Annual and Special Town Election and an Annual and Special Town Meeting. At the Annual Town Election, 4,990 voters cast ballots for various Town Offices. On April 1, 1991, the first night of the Annual Town Meeting, checklists showed that 2,038 voters were admitted to the meeting making it one the of the largest Town Meetings in the history of the Town. A Special Town Election was held on May 6, 1991 and voters defeated the Town's first Proposition 2 1/2 override question that would have allowed the Town to assess an additional \$1,500,000 in real estate taxes and personal property taxes to be used by the School Department for fiscal year 1992.

At the conclusion of 1991, there were a total of 17,063 registered voters in the Town of Andover divided among eight precincts as follows:

1 - 1782	3 - 2085	5 - 2302	7 - 2231
2 - 2125	4 - 2215	6 - 2158	8 - 2165

The following are statistical and financial reports for the period of January 1, 1991 through December 31, 1991:

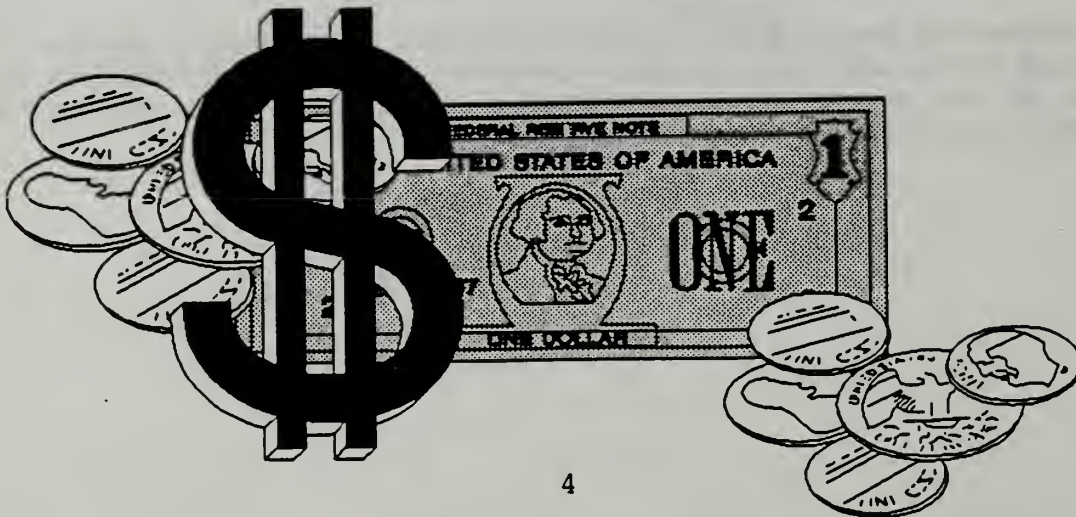
	<u>TOTAL</u>
Births Recorded: Males - 122 Females - 113	235
Marriages Recorded:	194
Deaths Recorded: Males - 82 Females - 108	190
Dog Licenses Sold:	1709
Fishing and Hunting Licenses Sold:	713

MONIES COLLECTED:

Marriage Licenses	\$ 2,965.00
Certified Copies	7,965.00
Uniform Commercial Code Filings	5,008.00
Miscellaneous Licenses Income	13,878.34
Liquor Licenses Income	101,175.00
Business Certificate Filings	3,858.00
Miscellaneous Income (Street Lists, Maps, etc.)	7,492.43
Dog Licenses	7,090.00
Non Criminal Violations	725.00
Fishing and Hunting Licenses	<u>13,066.90*</u>

TOTAL \$163,223.67

* \$12,710.25 in fees were sent to the State Division of Fisheries and Game – \$356.65 was retained by the Town of Andover.



FINANCE DEPARTMENT

The Town Manager's recommended fiscal year 1992 budget was released on January 18, 1991. During the months of January, February and March, approximately twenty meetings were held with the Board of Selectmen, Finance Committee and department heads to review budget and warrant article requests and prepare recommendations for the Annual Town Meeting.

In late March, the Finance Committee Report was mailed to over 11,000 households. The Annual Town Meeting was held on April 1, 1991 and the fiscal year 1992 budget (Article 4) was adopted in the amount of \$53,996,551. This budget was a decrease of 1.4% from the fiscal year 1991 budget of \$54,789,994.

Following final enactment of the state budget and a reduction of state aid to local governments, the Town received its state aid figures on July 23, 1991. The so-called Cherry Sheet (state aid and assessments) was \$669,346 less than the budget approved on April 1. A Special Town Meeting was held on September 30 to reduce the budget because of state aid reductions. In addition, two other financial articles were voted upon: a \$130,874 reduction in the sewer budget because of a reduction in Andover's assessment of its share of costs for the Greater Lawrence Sanitary District, and a transfer of funds within the library budget to allow for Sunday openings.

In November, the Board of Selectmen held its tax classification public hearing upon completion of the revaluation of property by the Board of Assessors. The Board of Selectmen voted to keep the tax factor at 120% for fiscal year 1992.

The Andover Cable Advisory Committee met monthly to discuss any matters involving Heritage Cablevision and its service to Andover customers.

Other significant activities during 1991 in the six Finance Divisions are listed below:

FINANCE ADMINISTRATION

- Worked with the Town Manager on preparation of 5-Year Capital Improvement Program.
- Re-bid health insurance stop-loss coverage for premium savings.

COLLECTOR-TREASURER

- implemented "personal touch" communication with delinquent property tax owners.
- Provided taxpayers with the convenience of a pre-addressed return envelope in conjunction with the Town's lock-box system.
- Worked with Data Processing to computerize tax lien certificates.
- Converted parking ticket computer system to in-house/service bureau combination.

ASSESSING

- Completed revaluation of all properties and held hearings at taxpayer's request for valuation appeals.

CENTRAL PURCHASING

- Re-bid insurance program which resulted in savings.

DATA PROCESSING

- Barbara Botsch retired as Data Processing Manager. Over her 32 years of dedicated services she brought Andover into the forefront of computerization. The department welcomed Barbara Morache as the new Data Processing Manager and Mary Jane Burwell as Assistant Programmer.

VETERANS SERVICES

- Brought the Mt. Rushmore flag to Andover and coordinated the ceremony.

TAX RATE RECAPITULATION	ACTUAL FY1990	ACTUAL FY1991	ACTUAL FY1992
*** AMOUNT TO BE RAISED ***			
Appropriations	52,909,066	54,852,093	53,196,677
Other Local Expenditures:			
Tax Title Purposes	15,325	24,600	25,000
Final Court Judgements	183,552	0	40,156
Overlay Deficits	0	161,617	529,416
Revenue Offsets/Cherry Sheet	82,981	73,736	62,860
Revenue/Other Deficits	1,720	0	0
Total Local Expenditures	283,578	259,953	657,432
State and County Charges	767,498	901,683	941,683
Overlay Reserve for Abatements	499,566	713,315	704,669
TOTAL TO BE RAISED	54,459,708	56,727,044	55,500,461
EST. RECEIPTS & OTHER REVENUE			
Estimated Receipts from State:			
Cherry Sheet Estimated Receipts	4,986,307	4,615,768	2,979,927
Cherry Sheet Estimated Charges	3,571	14,430	5,128
Total from State	4,989,878	4,630,198	2,985,055
Estimated Local Receipts:			
Local Estimated Receipts	8,862,000	11,454,500	11,134,111
Offset Receipts	2,425,174	458,684	513,462
Total Local Receipts	11,287,174	11,913,184	11,647,573
Free Cash and Other Revenue:			
Free Cash - Articles	379,697	62,099	1,000
Other Available Funds	469,021	395,546	287,031
Revenue Sharing	0	0	0
Total Other Appropriations	848,718	457,645	288,031
Free Cash - Operating Budget	420,000	670,000	0
TOTAL ESTIMATED RECEIPTS	17,545,770	17,671,027	14,920,659
TOTAL TAXES LEVIED ON PROPERTY	36,913,938	39,056,017	40,579,802
TOTAL VALUATION (IN THOUSANDS)	3,283,609	3,115,574	2,803,016
RESIDENTIAL TAX RATE	10.40	11.42	13.26
COMMERCIAL TAX RATE	12.92	15.04	17.37
INDUSTRIAL TAX RATE	12.92	15.04	17.37
PERSONAL PROPERTY TAX RATE	12.92	15.04	17.37
EQUALIZED TAX RATE	11.24	12.54	14.48

WHERE REVENUES COME FROM	ACTUAL FY1990	ACTUAL FY1991	ACTUAL FY1992
STATE AID	9.16%	8.16%	5.38%
LOCAL REVENUE	20.73%	21.00%	20.99%
OTHER FUNDS	1.56%	0.81%	0.52%
FREE CASH	0.77%	1.18%	0.00%
PROPERTY TAXES	67.78%	68.85%	73.12%
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	100.00%	100.00%	100.00%

CENTRAL PURCHASING

During 1991 1,817 orders were processed for the Town Government and 3,111 orders were processed for the School Department. Approximately thirty-eight bid openings and request for proposals were held. There were 3,935 requests for payment processed for the Town Government. The continued use of State Bids and contracts has proved to be beneficial to the taxpayers of Andover.

Under the Massachusetts General Laws, two or more political subdivisions may jointly purchase a single item or a wide range of goods and services such as: paper products for copy machines, police vehicles, road salt, chemicals, fuel oils, vehicle fuels and supplies.

Some examples of major bid openings conducted by Central Purchasing in 1991 are:

Finance Committee Report	Road Salt
Highway Department Equipment	Surface Water Drainage
Sidewalks	Sewers
Miscellaneous Road Materials	Water Mains
Vehicle Fuels (gas & diesel fuel)	Water Meters
Painting of Road Markings	Insurance - Town/School
School Lunch (7 items)	Office Supplies, Equipment and Furniture

The office of Central Purchasing is responsible for contract compliance regarding Andover's Affirmative Action Plan and insurance coordination and risk management for all Town and School Departments with the exception of health and personal insurance which are handled by the Central Personnel Office. The Safety Committee (members represent all Town and School Departments) meets monthly to review safety conditions and analyze safety problems.

HIGHLIGHTS

- From July 2, 1991 to December 1, 1991 there were 750 purchase orders processed for the Municipal Government.
- From July 2, 1991 to December 1, 1991 there were 1,950 purchase orders process for the School Department.
- From July 2, 1991 to December 1, 1991 there were 1,465 requests for payment processed.

DATA PROCESSING

This has been a year of change for the Data Processing division. The most noteworthy event was the retirement of Barbara Botsch, Data Processing Manager. Barbara worked for the Town for over thirty-two years and was the person most responsible for bringing the Town into the age of computerization. She was instrumental in developing the Data Processing division. In conjunction with Barbara Botsch's retirement, Barbara Morache was appointed as the new Data Processing Manager and MaryJane Burwell transferred from the Town Manager's office to the position of Data Processing Assistant.

In addition to staffing changes, another major change was made in the area of real estate and personal property tax billing and collection procedures. The quarterly tax bills were printed using a high-grade laser printer which provides a more legible bill and one that can be electronically scanned. One of the main advantages of this process is that tax collection is now being processed using a lockbox system with the bank. This method allows tax payments to be immediately deposited and the payment information is electronically transferred to the Town's computer records. In the future, additional types of collections will be processed using this method. This will provide the Town with improved cash flow and more efficient use of staff time.

ASSESSING DATA FISCAL 1992

Real Estate & Personal Property

Real Estate - Accounts Assessed	10,491
Personal Property - Accounts Assessed	327
Valuation - Real Estate	\$2,760,563,200
Valuation - Personal Property	\$ 42,452,507
TOTAL VALUATION - Real Estate & Personal Property	\$2,803,015,707

<u>Tax Rate</u>	<u>RO</u>	<u>CIP</u>
	\$13.26	\$17.37

Total Tax Levied

Real Estate	\$39,842,401.90
Personal Property	<u>\$ 737,400.05</u>

TOTAL TAX LEVIED

\$40,579,801.95

Motor Vehicle & Trailer Excise for the Year 1991

Numbers of Vehicles Assessed	26,692
Excise Tax	\$1,945,694.92
Abatements	\$ 66,679.88
Tax Rate per \$1,000 Value	\$ 25.00

	TREASURER- 1991		COLLECTOR			
	BALANCE 12-31-90	COMMITTED 1991	COLLECTED 1991	REFUND 1991	ABATEMENTS & EXEMPTIONS	TAX TITLES
LEVY 1991-92						BALANCE '12-31-91
REAL ESTATE TAXES		39,842,401.90	18,185,925.10	11,468.19	136.76	21,667,808.23
PERSONAL PROPERTY TAXES		737,815.31	289,379.66			448,435.65
1991 MOTOR VEHICLE TAXES		1,927,134.80	1,772,951.94	19,917.15	66,679.88	107,420.13
SPECIAL ASSESSMENTS		202,165.58				202,165.58
	0.00	42,709,517.59	20,248,256.70	31,385.34	66,816.64	22,425,829.59
LEVY 1990-91						
REAL ESTATE TAXES	21,478,757.47	13,405.58	20,295,828.98	428,383.44	591,525.24	606,440.93
PERSONAL PROPERTY TAXES	4,280.85	401,408.12	420,221.36	16,141.47	965.05	644.03
1990 MOTOR VEHICLE TAXES	76,071.28	363,407.86	388,796.13	8,431.92	11,395.61	47,719.32
SPECIAL ASSESSMENTS	122,954.93	0.00	107,731.88			7,283.69
	21,682,064.53	778,221.56	21,212,578.35	452,956.83	603,885.90	662,087.97
PRIOR YEARS						
REAL ESTATE TAXES	1,170,114.59	212.50	598,528.99	43,139.12	126,786.44	140,441.17
PERSONAL PROPERTY TAXES	950.11		613.70	0.00	336.41	(0.00)
MOTOR VEHICLE TAXES	144,350.20	0.00	28,500.12	344.69	0.00	116,194.77
SPECIAL ASSESSMENTS	8,103.34		4,184.59			1,271.96
	1,323,518.24	212.50	631,827.40	43,483.81	127,122.85	257,907.90
TREASURER'S CASH						
BALANCE 12-31-90	1,656,013.73	REVENUE	229,988.00		ANTICIPATION OF REVENUE	0.00
RECEIPTS 1991	71,579,532.93	NON REVENUE	17,318.00		BOND ANTICIPATION	1,074,000.00
DISBURSEMENTS 1991	67,941,967.36				BONDING	0.00
BALANCE 12-31-91	5,293,579.30		247,306.00		STATE AID ANTICIPATION	390,048.00

TAX TITLES
TAX TITLES FORECLOSED 0
TAX TITLES REDEEM 12

TRUST - CEMETERY - SPECIAL FUNDS
IN CUSTODY OF THE TOWN TREASURER
YEAR ENDING JUNE 30, 1991

FUND	BENEFICIARY	PRINCIPAL	BALANCE JULY 1, 1990	DEPOSITS	INCOME	DRAWN	BALANCE JUNE 30, 1991
STABILIZATION	TOWN		652,614.51	60,000.00	58,268.28		770,882.79
RETIREMENT	TOWN		305,006.06		6,758.52	214,000.00	97,764.58
C.D. WOOD	MEMORIAL		545,122.34		46,272.59		591,394.93
INSURANCE	TOWN		298,276.74		22,205.30		320,482.04
UNEMPLOYMENT COMPENSATION			107,213.61	100,000.00	11,061.80	90,000.00	128,275.41
POST WAR REHABILITATION	TOWN		28,944.78		2,154.81		31,099.59
ESTATE S.P. WHITE		5,766.63	7,930.04		590.34		8,520.38
POLICE DRUG ACCOUNT	POLICE		3,008.33	5,215.00	261.15	340.00	8,144.48
STATE GRANT MDCR			2,309.07		159.97	2,469.04	0.00
TOWN HALL RESTORATION			166.44		10.81		177.25
CD&P - ROGERS BROOK			0.00	47,234.53	1,675.67	30,000.00	18,910.20
TDJ - SPECIAL		14,300.00	2,009.44		142.51		2,151.95
PWED - SPECIAL TOWN		200,000.00	108,426.41		6,624.31	38,683.72	76,367.00
TOWN INSURANCE HEALTH			696,830.27	3,167,790.68	44,172.22	3,733,559.78	175,233.39
M.V. LIBRARY CONSORTIUM	LIBRARY		242,927.42	252,500.00	24,245.40	203,338.70	316,334.12
J. GREELEY	LIBRARY	5,000.00	5,000.00		429.17	429.17	5,000.00
MARGARET G. TOWLE	PRINCIPAL	345,825.50	345,825.50		34,645.97	34,645.97	345,825.50
MARGARET G. TOWLE	INCOME		131,272.87	34,645.97		33,262.07	132,656.77
JOHN CORNELL	WOOD & COAL	5,000.00	26,247.56		1,872.81		28,120.37
DAVID & LUCY SHAW	WELFARE	10,000.00	26,670.43		2,252.87	2,000.00	26,923.30
W.L. RAYMOND	WELFARE	7,845.81	22,640.09	61.95	1,916.58		24,618.62
A.J. LINCOLN	NEEDY CHILDREN	5,000.00	13,073.27		973.23		14,046.50
E.I. RAYMOND	WELFARE/FLOWERS	1,302.77	1,500.00		123.90	123.90	1,500.00
TAYLOR	FUEL	300.00	830.64	0.00	67.14		897.78
SPRING GROVE			460,289.96	27,145.00	33,210.53	19,390.55	501,254.94
SOUTH CHURCH CEMETERY	PRINCIPAL		17,709.73		0.00	0.00	17,709.73
SOUTH CHURCH CEMETERY	INTERSET		1,942.50		161.42	161.42	1,942.50
SPRING GROVE CEMETERY	LOT SALES		76,464.00	13,585.00	5,851.24		95,900.24
WEST PARISH			2,290.28		190.92	171.20	2,310.00
CHRIST CHURCH			7,610.00		642.03	642.03	7,610.00
ST. AUGUSTINES			650.00		51.82	51.82	650.00
EMILINE LINCOLN	A.V.I.S		1,000.00		81.50	81.50	1,000.00
EMMA J. LINCOLN	A.V.I.S	1,000.00	544.60		42.88	42.88	544.60
CONSERVATION FUND	CONSERVATION		15,753.07	12,210.00	1,492.29		29,455.36
SUNSET ROCK EXT	HAMMOND WAY		6,857.54		425.98		7,283.52
SPRING GROVE CEMETERY	PRINCIPAL		23,932.76		1,397.04	3,120.30	22,209.50
SMART	FLOWERS	1,000.00	6,555.31		505.71	25.00	7,036.02
SPRING GROVE CEMETERY	INCOME		9.69		2.40		12.09
FARRINGTON	FLOWERS	600.00	1,016.00		82.86	30.00	1,068.86
BALLARDVALE MEMORIAL	FLOWERS	532.88	865.02		70.05	25.00	910.07
ALLEN	FLOWERS	200.00	199.49		13.62	15.00	198.11
DRAPER	SCHOOL	1,000.00	6,905.25		582.27		7,487.52
RICHARDSON	SHAWSHEEN SCHOOL	1,000.00	5,363.30		451.51		5,814.81
A. & A.V. LINCOLN	SPELLING BEE	1,000.00	3,603.33		302.26		3,905.59
RAFTON (PRINCIPAL)	SCHOLARSHIP	598.50	598.50				598.50
RAFTON (INTEREST)			984.77	92.00	84.96	160.00	1,001.73
CONROY	HIGH SCHOOL	250.00	700.18		56.08		756.26
AMERICAN LEGION	HIGH SCHOOL	200.00	517.11		40.55		557.66
HOLT	SCHOOL	50.00	318.25		23.69		341.94
GRAND TOTAL ALL TRUST FUNDS			4,216,526.46	3,720,480.13	312,648.96	4,406,769.05	3,842,886.50

TEN TOP TAXPAYERS - FISCAL 1992

<u>Taxpayer Name</u>	<u>Property Type</u>	<u>Total Taxable Real Property</u>	<u>Total Taxable Personal Property</u>	<u>Total Tax Assessed</u>	<u>Percent of Total Levy</u>
1) Raytheon Co. & Endrock Associates	Industrial	\$95,616,600		\$1,660,010.81	4.091%
2) Digital Equipment Corp.	Industrial	\$63,616,000		\$1,105,013.41	2.723%
3) Andover Mills Realty Ltd. Partnership	Office	\$53,669,300		\$930,741.35	2.294%
4) Hewlett-Packard Company	Industrial	\$39,733,400		\$688,938.63	1.698%
5) Gillette Company	Industrial	\$39,272,600		\$682,165.06	1.681%
6) Prudential Insurance Corp. of America	Office	\$38,977,900		\$676,017.00	1.666%
7) Connecticut General Life Ins. Co.	Commercial	\$31,470,200		\$546,239.52	1.346%
8) Andover Park Realty Trust	Office	\$22,074,300		\$383,430.60	0.945%
9) American Real Estate Holdings/GCA	Industrial	\$20,927,000		\$362,752.73	0.894%
10) New England Business Park Associates	Office	\$18,718,000		\$321,112.91	0.791%
			Total	\$7,358,422.02	18.128%

FIVE ADDITIONAL TOP TAXPAYERS - FISCAL 1992

<u>Taxpayer Name</u>	<u>Property Type</u>	<u>Total Taxable Real Property</u>	<u>Total Taxable Personal Property</u>	<u>Total Tax Assessed</u>	<u>Percent of Total Levy</u>
1) New England Tel. & Tel.	Utility	\$7,701,400	\$10,529,400	\$320,398.34	0.790%
2) Genetics Institute, Inc.	Industrial	\$17,761,000		\$308,508.57	0.760%
3) Trustees of Phillips Academy	Residential	\$19,611,400		\$267,397.08	0.659%
4) Merrimack Mutual Fire Insurance Co.	Comm/Resd.	\$14,333,700		\$247,869.14	0.611%
5) Massachusetts Electric Co.	Utility	\$1,470,300	\$12,953,230	\$238,799.49	0.588%
			Total	\$1,382,972.62	3.408%

FIFTEEN TOP REAL ESTATE ASSESSMENTS -- FISCAL 1992

<u>Taxpayer Name</u>	<u>Property Type</u>	<u>Real Property Assessment</u>	<u>Percent of Total Value</u>	<u>Total Tax Assessed</u>
1) Andover Mills Realty Ltd. Partnership	Office	\$52,298,600	1.866%	\$906,932.29
2) Endrock Associates	Industrial	\$48,775,300	1.740%	\$846,833.22
3) Raytheon Co.	Industrial	\$46,351,900	1.654%	\$804,713.69
4) Gillette Company	Industrial	\$39,002,500	1.391%	\$677,473.43
5) Hewlett-Packard Company	Industrial	\$38,468,700	1.372%	\$668,201.32
6) Digital Equipment Corp.	Industrial	\$25,632,100	0.914%	\$445,229.58
7) Digital Equipment Corp.	Industrial	\$21,064,900	0.752%	\$365,897.31
8) American Real Estate Holdings	Industrial	\$19,465,300	0.694%	\$338,112.26
9) Connecticut General Life Ins. Co.	Hotel	\$15,688,200	0.560%	\$272,504.03
10) Genetics Institute, Inc.	Industrial	\$14,874,900	0.531%	\$258,377.01
11) Riverview Commons Assoc. LP	Apartments	\$12,966,800	0.463%	\$171,939.77
12) Brookside Estates LP	Apartments	\$12,371,800	0.441%	\$164,050.07
13) Lowell Street Assoc. LP	Office	\$12,333,900	0.440%	\$214,239.84
14) Connecticut General Life Ins. Co.	Office	\$12,264,800	0.438%	\$212,641.73
15) Sebago-Andover Realty Trust	Industrial	\$12,153,200	0.434%	\$211,101.08
Totals		\$383,712,900	13.69%	\$6,558,246.64

VETERANS SERVICES

Twenty-six families were assisted in 1991 with funds to help pay expenses for food, fuel, medical, clothing and personal needs. These expenditures are reimbursed 75% by the State to the Town according to Chapter 115 of the Massachusetts General Laws.

Fourteen veterans were admitted to Veterans Administration hospitals and thirty-six veterans died during the year; one World War I, twenty-eight World War II, six Korean War and one Vietnam War.

MEMORIAL HALL LIBRARY

Apart from the Town Meeting vote to transfer funds and the Finance Committee's commitment to remain open on Sundays, much as been happening at Memorial Hall Library. With the closing of the Ballardvale branch and Friday nights, the circulation still went up five percent to over 472,000 items. Library use has increased by over 40% in the past five years.

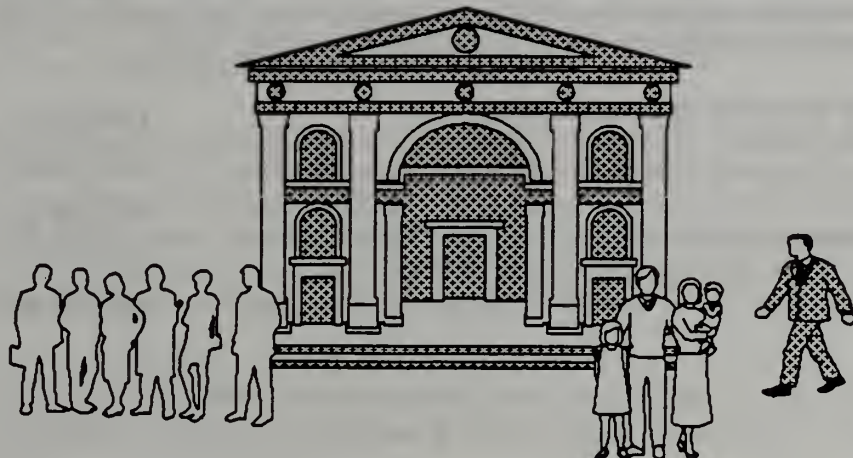
Several surveys were done over the year. The survey conducted on materials used the most indicated that business and management, cooking, personal finance, family problems and child rearing, home and car repair, computers, fitness and health, gardening and job search information were high on the list. School work accounted for a number of categories. This area of need has increased drastically with the elimination of so many school librarians. For enjoyment, patrons used travel books, sports, music and crafts.

The Reference Department reports that questions are asked about consumer products including car price lists, investments, college and scholarship information, tax forms, job searches including resume writing assistance, local transportation schedules, support groups, available day care, background on companies and biographical information.

Another survey done of people entering the library on a given day showed 458 patrons on Sunday and 1,440 on Monday with the latter almost equally divided between morning, afternoon and evening. Reference was the highest area of use on both days, periodicals came second, checkout was third and the Children's Room use was fourth. These figures indicate the new direction libraries have taken. They are much more than reading rooms for a small percentage of the population.

The Children's Room provided 123 story hours and experienced a heavy increase in use due to the cutbacks in the school library program. The Friends of the Library sponsored all the major programs this year. Money from several book sales paid for them. Some of the musical programs have featured our newest citizens from Russia. The Annual UN Day reception for area foreign students was held for the fifteenth year.

The dedication of the staff in times like these is impossible to calculate. All have been working harder and producing more with much less in the way of help and resources.



TOWN COUNSEL

During 1991, Attorney Alfred L. Daniels retired as Town Counsel and Attorney Thomas J. Urbelis was appointed as his successor. Town Counsel made numerous appearances before State Courts and Administrative Boards. Formal legal opinions were researched and rendered to Town officials. Town Counsel rendered in excess of seventy informal opinions and had conferences with the Town Manager and other Town officials on almost a daily basis. Town Counsel reviewed all Articles of the Warrant and attended all Town Meetings. During the period covered by this report, contracts were drawn and reviewed and numerous deeds, easements, releases, agreements and betterment assessments were drafted and recorded.

JOHN CORNELL WOOD AND COAL FUND

The John Cornell Wood and Coal Fund was established by Article 17 of the 1893 Town Meeting. Five thousand dollars (\$5,000.00) was left to the Town to be used to purchase wood or coal for the needy poor. Three trustees, chosen on a staggered basis by the Annual Town Meeting, administer the funds.

Balance on Hand 7-1-90	\$26,247.56
Income 1990/91	1,872.81
Disbursed	<u>- 0 -</u>
Balance on Hand 7/1/91	\$28,120.37

MARGARET G. TOWLE FUND

Under the terms of her will, the late Margaret G. Towle, long-term resident of Andover, bequeathed the residue of her estate to the Town of Andover, to be held and administered by it as a permanent trust fund. This is now known as the Margaret G. Towle Fund. Mrs. Towle stipulated in her will that the income from this fund "be devoted to the assistance of the procurement of assistance for worthy persons residing in the Town of Andover who may be in need of aid, comfort or support on account of old age, disability or unemployment."

The Fund is administered by a group of three Trustees, chosen by the Town Manager with the approval of the Board of Selectmen, which has disbursed the income from the Fund in accordance with the terms of Mrs. Towle's will. The cases are referred to the Trustees by private charitable groups and organizations, the Clergy and interested individuals.

During the twelve month period, the Trustees acted on twenty-six (26) cases, disbursing \$49,216.76 on approved cases (which numbered 24) and small administration expenses. Only the income of the Fund is available. The principal of \$345,825.50 and a substantial portion of the current income is invested under the direction of the Trustees. All disbursements are made by the Town Treasurer upon vouchers approved by the Trustees.

Balance of Income as of December 31, 1991	\$135,763.50
Receipts - 1991	<u>25,918.11</u>
	\$161,681.61
Disbursements - 1991	<u>49,216.76</u>
	\$112,464.85

FIRE DEPARTMENT

The Andover Fire Department provides emergency and non-emergency services necessary to protect life and property in the most efficient cost effective manner possible. Its goals are to prevent the loss of life and injury from fire, fire-related hazards, accidents and natural disasters; prevent loss to property from fire or fire-related activities; prevent loss of life through prompt professional delivery of emergency medical services; and, increase fire safety awareness among area citizens. The Fire Department provides these services through the following divisions:

The Administration Division is supervised by the Fire Chief who manages the department's daily business operations. He coordinates the Department's activities, plans, directs, controls, and evaluates the operating budget; prepares personnel and payroll records for 67 employees; coordinates the hiring of new employees; develops management policies; evaluates and expands the use of computers in the department; coordinates the secretarial and word processing support to all the divisions.

The Fire Fighting Division is concerned almost exclusively with the containment and extinguishing of fires within the Town of Andover. This effort includes answering service calls which may lead to the early discovery/prevention of fires and stabilizing hazardous materials incidents. It also includes formulation and rehearsal of plans concerning how to fight fires at various locations. This year the department became a member of this region's Haz-Mat team and as a result, the region's Haz-Mat vehicle and team will respond to any hazardous material incidence in Town.

The Fire Prevention Division is supervised by the Fire Prevention Deputy who ensures that conditions favorable to the starting of fires do not exist in the Town of Andover. The inspections conducted and public relations programs instituted, especially in the local schools, are designed to contribute to this goal. Fire investigations seek to discover the causes of fire and prevent their recurrence. A training program provides department personnel with the necessary knowledge to accomplish these goals.

The Arson Division is supervised by the Arson Investigator who responds to all fires that are suspicious in nature.

The Fire Alarm Division is responsible for the Fire Alarm system which is coded and consists of approximately three and one-half million feet of aerial and underground wiring, street alarm boxes, and related signalling equipment. The installation of street alarm boxes and related wiring is accomplished by department personnel. Maintenance to all phases of the system is also accomplished.

The Ambulance Division provides emergency medical care for anyone requesting such care in Andover, as well as transportation to emergency care facilities. The ambulance also answers fire alarms as medical back-up for both civilian victims of fire and fire department personnel. This year, the Department's two ambulances were equipped with automatic Heart/Start defibrillators. Due to that addition, both ambulances were upgraded from basic to enhanced service. Both residents and non-residents are billed for ambulance services through third-party billing. At the present time, fifty-three members of the Andover Fire Department are nationally registered Emergency Medical Technicians. Twenty-one of these are assigned to the ambulance and have successfully completed defibrillation training.

The Training Division is supervised by the Training Officer and is comprised of the four duty Deputy Chiefs who are supplemented by emergency services personnel acting as hazardous material coordinators, emergency medical coordinators, EMT Instructors, and special training instructors. They are responsible for the yearly training schedule for fire suppression, medical emergency, rescue procedures, and hazardous material response team.

The Maintenance Division is supervised by the Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for fourteen vehicles to insure effective and economical operation of equipment. Duties include: preventive maintenance checks for all engine and truck companies; test all fire apparatus yearly in accordance with N.F.P.A. Standards; certify annually all S.C.B.A. tanks with the use of authorized flow bench, to meet factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24-hour emergency on-call service by Vehicle Maintenance for all Fire Department equipment; assist in development of specifications for fire apparatus.

In addition, both the Police and Fire Departments share Central Dispatch. This communications center receives calls for both public safety departments and dispatch vehicles and manpower to all emergency calls using a computer-aided dispatch system.

FIRE DEPARTMENT ACTIVITIES

	<u>1991</u>	<u>1990</u>	<u>1989</u>
Service Calls	6278	5992	5737
Fire Alarms including both Structures & Vehicles	1473	1424	1608
Accidental Alarms	482	493	641
False Alarms of Fire	23	85	63
Mutual Aid Calls to Other Communitites	30	34	37
Mutual Aid Calls to Andover	2	3	3
Ambulance Calls	1557	1503	1459
Ambulance Mutual Aid to other Communitites	97	158	126
Ambulance Mutual Aid to Andover	125	218	164
Medical Assist Calls	238	264	230
Persons Billed for Ambulance Service	1233	1339	1215
Fuel Oil Heat Installation Permits	114	95	119
Explosive Use Permits	15	9	9
Building Inspections Conducted	835	816	608
Fire Drills Conducted	142	155	137
Flammable Liquid Storage Permits	4	12	19
Liquified Petroleum Gas Installation Permits	19	26	25
Cutting/Welding Permits	12	9	15
Model Rocketry Permits	1	18	2
Fire Alarm System Permits for New Construction	200	147	366
Fire Alarm System Permits for Existing Properties	417	333	544
Fire Alarm System Inspections Conducted	652	680	649
Miscellaneous Permits Issued	86	91	74
Fire Alarm Boxes Disconnected and Reconnected	370	884	-----

POLICE DEPARTMENT

Due to fiscal constraints, the Police Department saw the elimination of three sworn police positions which resulted in the layoff of two patrol officers. The department also saw the elimination of two part-time positions; one clerical and the Director of the Alternative Sentencing Program. These reductions were accompanied by reductions in overtime, shift filling (replacement), cruiser purchase and renegotiations with lieutenants and sergeants over required contract language. A smaller police vehicle was added to the fleet of police cruisers to test the size, versatility and cost effectiveness during its two-year life.

The purchase of a new computer system upgraded the department's recordkeeping system. Town Meeting appropriated money for minor renovations to the station which was done by the Department of Municipal Maintenance. The project included a new detective room, classroom/squad room, records room, and redesign of the lieutenants and sergeants working area. The Maintenance Department did an excellent job on this project. The generosity of a local company allowed the department to upgrade most of their office furniture at no cost to the Town.

Following a national pattern, crime overall in Andover was lower than the previous year but violent crimes were on a rise. Andover was no exception; we saw the tragic murder of a postal worker while delivering mail and the armed assault and battery robbery of a couple of businesses in West Andover.

	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Total Incidents	23,139	21,561	25,080	25,508	22,905
B & E	185	162	278	180	170
Larceny	519	581	691	611	467
Stolen Cars	116	127	162	169	161
Stolen Bicycles	37	43	38	56	100
MV Accidents	1,393	1,184	1,216	1,170	1,106
MV Fatalities	4	5	5	4	3
Vandalism	353	469	368	327	341
Parking Violations	11,875	13,380	11,750	11,674	9,699
MV Citations	3,786	3,782	4,746	4,152	3,023
Mileage	366,910	324,288	364,737	430,545	414,764
Gasoline	51,646	48,166	51,280	46,001	49,694

Detective Division

During 1991 the Detective Division investigated four hundred twenty-four incidents which was an increase of ninety-eight incidents investigated by the division in 1990. After investigation, three hundred thirty-six incidents were cleared for a clearance rate of 79.25%. Burglary statistics were the same as 1990, however, there was a change in the types of breaks. Business breaks increased, especially in the so-called smash and grab type. Dwelling breaks were down slightly. There were a series of breaks in the West Andover area during the early Fall, setting a particular pattern. After investigation, a subject was charged with five breaks. Most burglaries during the past year were spread throughout Town with no particular pattern. There were five armed robbery investigations in 1991. Due to the seriousness of the crimes, extensive investigations were conducted. The Juvenile Officer investigated thirty-two incidents requiring either parental conference or court diversion programs.

A meeting was held at the end of the year with the other Greater Lawrence Police Detective Divisions regarding the exchange of information. Arrangements are being worked out to link all records through the computer system which would enable immediate access to desired information.

Civil Defense

This past year saw the Civil Defense Director attend less state meetings and also saw the Town utilize and exercise their emergency plans (Hurricane Bob and late summer storm).

The state appointed a new Director of Civil Defense with a mission to revamp and rebuild a new organization. The name was changed from Massachusetts Civil Defense to The Massachusetts Emergency Management Agency. The new Governor required increased protection for Massachusetts residents within the 10-mile area of the Seabrook Nuclear Plant. The result was a reorganization at the MEMA headquarters in Tewksbury, thus reducing the amount of activity being handled there.

Both storms were handled very well by all Town departments and because of updated regulations and action plans, Andover was able to apply to MEMA for reimbursement for many expenses incurred during the storm. The Director also notified private educational institutions about reimbursement procedures which resulted in some of them receiving help.

Chief Robert Merrill of the Auxiliary Police and his men attended training sessions throughout the year. This group also assisted in many of the yearly town functions along with assistance during the two storms.

The Radio Group also assisted in all these yearly functions along with their weekly communication drills.

It is certainly gratifying for a department head to know that he has additional support in the event that it is needed. This is definitely the case with the Civil Defense Volunteers. The hours donated by these dedicated volunteers has enriched the services to the Town and also assisted in increased protection and safety for the citizens of the community. I want to thank these dedicated members for their general donation of time and assistance throughout the year.

Animal Control Officer

	<u>1990</u>	<u>1991</u>
Lost Dogs	132	94
Dogs Found	71	47
Dog Complaints	871	786
Dead Dogs Picked Up	5	7
Impounded Dogs	155	131
Impounded Cats	32	54
Dead Cats Picked Up	34	26
Various Dead Animals Pick Up	320	269
Number of Citations issued	41	54
Number of Calls Answered	2,418	2,041
Money Collected	\$2,355.65	\$2,603.00
Administrative Fees	2,313.65	2,537.00
Dogs Sold	42.00 (14)	66.00 (22)
Amount of Gas	1,436 gallons	1,369.5 gallons
Amount of Mileage	12,899.8	11,926.2
PRO BONO WORK PROGRAM	0 hours	0 hours

Game Wardens

The Constable Game Wardens of Andover spent about 1200 hours of patrolling during 1991. Town, AVIS and conservation land was patrolled periodically but there were no serious violations. The Game Wardens monitored the Harold Parker State Forest and reported any violations that are observed.

The Shawsheen River was stocked with excellent trout although not as many as last year. Fishing was good throughout the summer. There was very little trapping again this year as fur prices were unusually low. There were a number of sick racoons trapped and destroyed. During the deer season, the local wardens assisted the State whenever possible due to their depleted ranks. It was an excellent season for deer in the area and a good harvest was evident from reported statistics. As in the past, a number of deer were hit by motor vehicles; some were killed and some were injured and disappeared back into the woods. Those that were salvaged were given away legally and the others were disposed of according to the state law. There was one beaver problem at Fish Brook and that was resolved through trapping.

We also wish to thank Chief Johnson for his assistance during the year.

ANIMAL INSPECTION

	<u>1990</u>	<u>1991</u>
Number of dogs quarantined for biting	27	20
Number of animals tested for Rabies	0	0
Number of barns Inspected	33	28
Number of beef calves under one year	4	23
Number of beef cows	10	47
Number of beef heifers one to two years	25	8
Number of beef bulls	4	3
Number of beef steers	60	35
Number of beef herds*	1	3
Number of donkeys	0	11
Number of horses	79	72
(includes work and saddle horses)		
Number of ponies	30	23
Number of goats	5	13
Number of sheep	1	3
Number of swine	103	77
Number of swine herds*	1	2

* One animal constitutes a herd



COMMUNITY SERVICES

The Department offers year round recreational, enrichment and cultural programs for residents of all ages. The majority of the programs are held at the public schools. Recreation Park, Poms Pond, Central Park, the Town House and other in-town facilities are utilized.

Blue program booklets were mailed to all residents. Winter registration proved to be an all time revenue producer. Computer, ballroom dancing and language classes were the top picks. The All-Day Camp program continued to flourish setting new enrollment and revenue records. The Drop-In playground program had its highest enrollment in years. The teen program continued including a concert night for teens by teens. Successful teen trips included the Hard Rock Cafe, Hampton Beach and Canobie Lake.

The nuisance weeds were harvested from Poms Pond making swim conditions the best in years. Stickers continue to be sold for \$10 (\$2 second car); over 200 more than last season. Our first craft fair in the Town House was a huge success. An ice rink was maintained by volunteers throughout the winter of the multipurpose court at Rec Park. The Haunted House and Mitten Tree again saw record participation. Several people participated in trips to Alaska and Disney World.

Community Services is thankful for the tremendous efforts from volunteers. We thank the community for its support and look forward to providing quality programs to all residents.

COUNCIL ON AGING

The greatest accomplishment in 1991 is the 25% increase in the Adult Day Care Program enrollment. For the first time in the eight-year history of this program we have a waiting list. This is due to the tremendous need for caregiving to our ever increasing senior population. The program enjoys a wonderful reputation and we are proud to have it as such a vital part of the Council on Aging.

We have announced the start of a Volunteer Driver Program. We now have the ability to provide transportation to medical appointments for those seniors in need of such a service. Several of our clients have taken advantage of this program.

A "Supper Club" was started about nine months ago for "well" seniors who enjoy spending time with their peers in a social atmosphere in the evening. The last Wednesday of each month finds an average of 25 people at a restaurant in the Greater Lawrence area enjoying a price-fixed dinner. The monthly event is very popular and many times several staff members join the group.

AARP is holding monthly membership meetings as well as Board meetings here. The numbers fluctuate between 80 and 100 people at every meeting. The Board is very pleased with our facility and very much appreciates our ability to provide the space.

The volunteer commitment is still very strong. Again this year we realized \$1,000.00 through the sale of crafts and raffles of hand-made items.

The Meals-on-Wheels and Lifeguard Programs, although the numbers have stabilized, continue to provide a much needed service.

We continue to offer seminars on Long Term Care, Financial Planning and Health Insurance. The Alzheimer, Parkinson and Stroke Support Groups are still in place and very well attended. Health education programs, eye screening, cholesterol screenings and blood pressure clinics continue and are also well attended.

The numbers of the Drop-In Center continue to grow. It has become the meeting place for many seniors and they enjoy the coffee, goodies and sociability.

GREATER LAWRENCE TECHNICAL SCHOOL

The Annual Report of the Greater Lawrence Technical School is prepared each year in conformity with the terms of the Agreement to Establish a Regional Vocational School District. Participating communities in the Region are the City of Lawrence and the Towns of Andover, North Andover and Methuen. Under the terms of the Agreement, the content of the Annual Report is to contain a detailed financial statement for the prior year and a budget for the current year. Further, it is required that for each budget period there be included a statement showing the method by which the annual charges assessed to each member community were computed. Lastly, along with statistical and financial data, the Regional School Committee may add such additional information relating to the operation and maintenance of the school deemed necessary or appropriate.

FACILITY USE

Following a policy adopted when the school was initially built, the school has been made available to organizations within the region who desire to use many of the school's varied facilities. During the school year 1990-91, over seventy organizations used the facilities.

REGULAR DAY STUDENTS 1990-91

On October 1, 1990, a total of 1,530 regular day school students were enrolled from the following communities: Andover - 39; Lawrence - 1,159; Methuen - 282; and North Andover - 50. The following courses were offered:

Allied Health Tech	Data Processing	Heavy Equipment
Auto Body	Distributive Education	Industrial Electronics
Automotive	Drafting	Machine Technology
Carpentry	Electrical	Major Appliance/Air Cond./Refrig.
Construction & Building/Painting	Electronics	Metal Fabrication
Cosmetology	Food Tech/Management/Clothing	Plumbing & Pipefitting
Culinary Arts	Graphic Communications Technology	Small Engine Repair
		Upholstery

PLACEMENT OF GRADUATES 1990-91

	<u>Students Employed</u>	<u>Percent of Senior Class</u>	<u>New Co-Op Agreements</u>
September	132	42%	8
October	158	51%	7
November	164	53%	1
December	169	55%	3
January	177	58%	2
February	188	62%	1
March	194	64%	1
April	199	66%	5
June	239	83%	3

As of graduation day in May 1991, over 83% of the senior class had received employment. The business firms with Cooperative Work Agreements with the school numbered 1,798, an increase of 31 companies within one year.

GREATER LAWRENCE REGIONAL
VOCATIONAL - TECHNICAL
HIGH SCHOOL DISTRICT

BUDGET FY 1992

1000	GENERAL		\$462,475.00
	EXPENSE of INSTRUCTION		5,739,387.00
2000	DAY SCHOOL	\$5,424,800.00	
	SPECIAL EDUCATION	\$314,587.00	
3000	AUXILIARY AGENCIES		495,290.00
3350	COST OF TRANSPORTATION		588,777.00
4100	OPERATION OF PLANT		1,054,026.00
4200	MAINTENANCE OF PLANT		614,776.00
5000	SPECIAL CHARGES		1,396,579.00
6000	MISCELLANEOUS		60,000.00
7000	OUTLAY		30,000.00
8000	DEBT RETIREMENT		0.00

			\$10,441,310.00
Funds for Reduction			
	PUPIL TRANS CH 71, 1 16C		466,110.00
	SCHOOL PROG TRANS CH 71, 71A, 71B, 7 74		0.00
	SCHOOL BLDG ASSIST CH 645, 511		0.00
	REGIONAL SCHOOL AID CH 71, 16D		1,812,900.00
	TUITION STATE WARDS CH76, 887, 9, CH 74		11,726.00
	SCHOOL AID CH 70		3,743,277.00
	OTHER FUNDS		100,000.00

			\$6,134,013.00
NET TOTAL			\$4,307,297.00

	RATIO STUDENT	BUDGET SHARE FOR EACH MUNICIPALITY				
	POPULATION	AUGUST 1	DECEMBER 1	APRIL 1	JUNE 1	TOTAL PAYMENT
ANDOVER	0.0266	28,643.50	28,643.50	28,643.50	28,643.50	114,574.00
LAWRENCE	0.7537	811,602.50	811,602.50	811,602.50	811,602.50	3,246,410.00
METHUEN	0.1857	199,966.25	199,966.25	199,966.25	199,966.25	799,865.00
NO. ANDOVER	0.0340	36,612.00	36,612.00	36,612.00	36,612.00	146,448.00
	1.0000	\$1,076,824.25	\$1,076,824.25	\$1,076,824.25	\$1,076,824.25	\$4,307,297.00

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS

FUND ANALYSIS AS OF DECEMBER 31, 1991

	PRINCIPAL FUND	BOOK VALUE	MARKET VALUE	MARKET VALUE OVER BOOK VALUE
CASH				
PAINE WEBBER CASH FUND		32,749.60	32,749.60	0.00
SECURITIES				
STOCK				
200 SHARES ALZA CORP.		4,437.50	9,825.00	5,387.50
300 SHARES BAXTER INT'L INC.		6,712.50	12,000.00	5,287.50
200 SHARES COMMUNITY PSYCH CENTERS		4,925.00	2,825.00	(2,100.00)
1000 SHARES DUFF & PHELPS SEL. UTILITIES		10,000.00	10,000.00	0.00
100 SHARES EMPLOYEE BENEFIT PLANS INC.		4,025.00	5,275.00	1,250.00
600 SHARES HEALTH CARE COMPARE		1,987.50	23,700.00	21,712.50
300 SHARES HEALTHSOUTH REHAB. CORP.		4,762.50	15,825.00	11,062.50
100 SHARES MOTOROLA INC.		6,425.00	6,525.00	100.00
300 SHARES SERVICEMASTER LTD. PRT.		6,900.00	11,175.00	4,275.00
150 SHARES THERMO INSTRUMENT INC.		3,731.25	3,581.25	(150.00)
100 SHARES WASTE MANAGEMENT INC.		3,775.00	4,212.50	437.50
100 SHARES WELLMAN INC.		2,425.00	2,250.00	(175.00)
200 SHARES XEROX CORP.		10,875.00	13,700.00	2,825.00
TOTAL STOCK		70,981.25	120,893.75	49,912.50
OTHER				
\$15,000 U.S. TREASURY NOTE, DUE 2/15/98, 8.125%		14,680.58	16,373.40	1,692.82
\$19,646 U.S. TREASURY NOTE, DUE 8/15/98, 7.125%		14,878.13	15,637.50	759.37
TOTAL OTHER		29,558.71	32,010.90	2,452.19
TOTAL SECURITIES		100,539.96	152,904.65	52,364.69
RESERVE - LOWER OF COST OR MARKET		0.00		
TOTAL PRINCIPAL FUND		133,289.56	185,654.25	52,364.69
RESERVE FUND				
RESERVE CASH				
ANDOVER SAVINGS BANK PRIME ACCOUNT		4,320.75		
PAINE WEBBER CASH FUND		6,421.72		
TOTAL RESERVE FUND		10,742.47	10,742.47	0.00
CASH FUND				
CHECKING ACCOUNT				
BAYBANK		2,288.30	2,288.30	0.00
TOTAL FUNDS		146,320.33	198,685.02	52,364.69

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS

STATEMENT FOR THE YEAR ENDING DECEMBER 31, 1991

SCHOLARSHIPS AND SPECIAL FUNDS

	BALANCE 1/1/91	CURRENT YEAR NET INCOME	SUB TOTAL	LESS AWARDS	BALANCE 12/31/91
H.W. & M.P. BARNARD	3,354.76	83.55	3,438.31	0.00	3,438.31
J.W. BARNARD	6,776.99	168.77	6,945.76	0.00	6,945.76
ALICE M. BELL	1,017.83	25.35	1,043.18	25.00	1,018.18
EDNA G. CHAPIN	2,340.27	58.28	2,398.55	75.00	2,323.55
FRED W. DOYLE	13,137.06	327.16	13,464.22	1,000.00	12,464.22
WARREN F. DRAPER	1,526.91	38.03	1,564.94	50.00	1,514.94
WILLIAM G. GOLDSMITH	1,725.81	42.98	1,768.79	0.00	1,768.79
ELIZABETH T. GUTTERSON	1,017.82	25.35	1,043.17	25.00	1,018.17
MYRON E. GUTTERSON	1,019.93	25.40	1,045.33	25.00	1,020.33
ANDOVER GRANGE	2,626.21	65.40	2,691.61	200.00	2,491.61
PUNCHARD TRUSTEES	10,608.56	742.58	11,351.14	1,000.00	10,351.14
RESERVE - COST OR MKT.	(2,293.75)	2,293.75	0.00		0.00
	42,858.40	3,896.60	46,755.00	2,400.00	44,355.00

SUMMARY - INCOME/(EXPENSE)

INTEREST INCOME	1,355.31
DIVIDEND INCOME	786.52
GAIN/(LOSS) ON SALE OF SECURITIES	0.00
BROKERAGE FEES	(198.98)
INVESTMENT COUNSEL FEES	(340.00)
ADJ. TO LOWER OF COST OR MARKET	2,293.75
NET INCOME	3,896.60

FUNDS/SECURITIES HELD	MARKET VALUE	BOOK VALUE
PAINE WEBBER CASH FUND	5,881.91	5,881.91
100 SHARES BRISTOL MYERS SQUIBB CO.	8,825.00	5,350.00
100 SHARES CRAY RESEARCH INC.	3,875.00	3,375.00
100 SHARES DUN & BRADSTREET CORP.	5,750.00	4,262.50
200 SHARES GREENARY REHABILITATION GRO	1,025.00	1,650.00
50 SHARES NICHOLS INSTITUTE - NEW	687.50	700.00
50 SHARES NICHOLS INSTITUTE CL C - NON VT	681.25	700.00
350 SHARES ROLLINS ENVIRONMENTAL SVCS.	3,500.00	4,812.50
100 SHARES XEROX CORP.	6,850.00	5,437.50
(1) CERTIFICATE OF DEPOSIT - ANDOVER BANK	12,185.59	11,808.65
RESERVE FOR LOWER OF COST OR MARKET		0.00
	49,261.25	43,978.06

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS

STATEMENT FOR THE YEAR ENDING DECEMBER 31, 1991

SUMMARY OF TRANSACTIONS

	01/01/91	PRINCIPAL FUND			12/31/91
	-----				-----
PAINÉ WEBBER CASH FUND	30,941.85	-LOSS ON SALE OF SECURITIES	6,771.61	PAINÉ WEBBER CASH FUND	32,749.60
SECURITIES AT BOOK VALUE	93,549.90	-BROKERAGE FEES/TAX	(777.22)	SECURITIES AT BOOK VALUE	100,539.96
		-INVESTMENT COUNSEL FEE	(1,567.00)		
		-10% OF ANNUAL INCOME(1/1 – 12/31/91)	1,197.00		
		-TRANSFER FROM RESERVE FUND–6/91	3,045.00		
RESERVE FOR LOWER OF		-CONTRIBUTION–CLASS OF 1938	128.42	RESERVE FOR LOWER OF	
COST OR MARKET	0.00	-ADJUSTMENT TO COST/MARKET RESERVE	0.00	COST OR MARKET	0.00
	-----		-----		-----
	124,491.75	DECREASE	8,797.81		133,289.56
	-----		=====		-----

OPERATING ACCOUNTS

(RESERVE FUND & CASH ACCOUNT)
INCOME

CASH IN BANK – SAVINGS	4,092.37		CASH IN BANK – SAVINGS	4,320.75	
CASH IN BANK – CHECKING	2,478.34	DIVIDENDS RECEIVED	2,404.50	CASH IN BANK – CHECKING	2,288.30
PAINÉ WEBBER CASH FUND	5,555.62	INTEREST RECEIVED – BONDS/NOTES	6,243.17	PAINÉ WEBBER CASH FUND	6,421.72
		INTEREST RECEIVED – OTHER	3,324.41		
	-----		-----		-----
	12,126.33	INCOME TOTAL	11,972.08		13,030.77

EXPENSES

ANDOVER HIGH SCHOOL PROJECTS	6,418.66
MISC.OPERATING EXPENSES	406.98
EXPENSE TOTAL	6,825.64
NET GAIN	5,146.44
TRANSFERS TO PRINCIPAL:	
-10% OF INCOME (1/1 - 12/31/90)	1,197.00
-UNEXPENDED SCHOOL PROJECT FUNDS	3,045.00 (7/1/90 - 6/30/91)
INCREASE	904.44
	=====

138,618.08	TOTAL PRINCIPAL AND OPERATING ACCOUNTS	146,320.33
=====		=====

ANDOVER HISTORICAL COMMISSION

The major thrust of the Commission's activities in 1991 was to strengthen and expand on initiatives begun in 1989 and 1990. This focus will continue in 1992 along with a serious effort to bring about the acceptance by Town Meeting of one or more local historic districts.

Working with the Andover Historical Society, the Commission, represented by Karen Herman, continued its annual preservation award program by recognizing outstanding examples of local preservation efforts throughout Andover at a well-attended ceremony at Memorial Hall Library. In another joint effort with the Society, the historic building marker program made further progress with additional stimulus needed and planned for 1992.

In pursuit of the Commission's goal to work more closely and coordinate activities with other town bodies, good progress was achieved in 1991. Ellen Zipeto was appointed as the Commission's representative to the Design Advisory Group; Norma Gammon attends Planning Board meetings while Selectmen Bill Downs is a frequent attendant of this Commission's monthly meetings. Our input into the Town's Master Plan was thoroughly updated last September and we have participated fully with the Town Manager and Selectmen on their project "Towards the 21st Century".

Our intensive and ongoing efforts to preserve the Post Office building at 71 Main Street continues with the Massachusetts Historical Commission, U.S. Post Office authorities, the Planning Department and a prospective developer.

Other 1991 initiatives included the resolution of design problems in connection with the Barnard Block; 10-16 Main Street; as well as handicap access to stores in "The Aberdeen" building; and 348-362 North Main Street in the Shawsheen Village Historic District. While the Commission's efforts to find an alternative to demolishing the building located at 33 Chestnut Street failed, we are pleased with the dialogue which occurred among the developer, the Commission, and other Town boards which influenced the building's final design and impact on the neighborhood.

The Commission's first review under the 1990 Demolition Delay Ordinance involved a garage located at 22 Williams Street in the Shawsheen Village Historic District. Demolition was approved after a public hearing. An attempt by certain state interests to supersede home rule ordinances such as Demolition Delay is being strongly opposed by this Commission.

The Commission has strongly supported the preservation of church steeples by both West Parish and South Churches. The West Parish received our local preservation award for its restoration effort and we have endorsed efforts by the South Church to solicit funds from the whole community to preserve its steeple and clock.

The Commission was pleased at the success of our nomination of Elaine Finbury for her work in restoring McKeen Hall on the Abbot Academy campus for a state preservation award granted by the Massachusetts Historical Commission. We continue to endorse efforts by Phillips Academy to restore Abbot Hall and Draper Hall and applaud their decision to inventory all buildings located on school property, part of the Academy Hill Historical District.

The initiative to establish one or more local historic districts in Andover is long overdue. We are the only community in the Greater Lawrence area without one or more such districts. We believe that plans which are sensitive to neighborhood concerns can be developed and approved to assure preservation in the years to come.

The Commission welcomes the appointment of Joel C. Claydon to its membership on July 22, 1991.



MUNICIPAL MAINTENANCE

The Department of Municipal Maintenance provides services to all departments requesting repair or new work to their facilities, grounds or vehicles. The department also provides services to the general public for street lighting, traffic lights, rubbish pickup, park and parking lot lighting, athletic fields, fencing, leaf composting, Christmas tree pickup, tree work, and custodial services for events. The department is charged with keeping Andover facilities, vehicles and grounds in good condition and to improve the facilities through an ongoing capital program. The Department of Municipal Maintenance provides a cemetery and increased areas for burials are cleared and constructed by the department at a minimal cost.

The department is required to keep abreast of required Federal, State and Town laws and regulations concerning health safety, pesticide application, underground fuel tanks, radon, air quality, asbestos, lead paint and hazardous waste disposal.

The Director of Municipal Maintenance Department has direct supervision of the three Superintendents, Administrative Secretary, Account Clerk, and two part-time Receptionist/Switchboard Operators.

Building Maintenance Division

The following are some of the highlights which the Building Maintenance Division completed during the year:

- Andover High School - built a masonry sign in front of the high school; replaced floor decking at Lovely Field bleachers and repaired and replaced some vertical blinds in classrooms.
- Bancroft School - installed elevator for handicapped; covered some windows in the gymnasium with wood to prevent leaking; made covers for all skylights to prevent leaking and installed new concrete sidewalk at the rear of the school.
- Doherty Middle School - major roof repairs were done because of vandalism.
- Sanborn School - new cubbyholes were built for kindergarten children.
- Shawsheen School - installed a new pair of outside doors at the rear of the building.
- South School - installed new playground equipment.
- West Elementary School - installed PVC drain pipes in A Pod and Media Center; installed new vertical blinds in various rooms; built new art room and storage area in the cafeteria and assisted in controlling the mold problem at the school.
- West Middle School - built concrete ramps for the handicapped at the rear of the school.
- Memorial Hall Library - new wooden and glass hand railings were installed on the second floor as a safety feature.
- Town Garage - built new office area.
- Town House - sanded and refinished floor in upstairs hall.
- Town Offices - installed new carpeting in second floor corridor; new men's and women's lavatories installed on first floor.
- Police Station - installed new ceilings in dispatchers and lieutenants areas; remodeled detectives area and records room and constructed a masonry wall at the rear of the Safety Center.

- Penguin Park - installed new playground equipment for the handicapped and additional swings.
- Ballardvale Playground - Installed new playground equipment.
- Cuba Street Playground - Installed new playground equipment.
- Town Playgrounds - all town and school pressure-treated playground equipment were sprayed with wood preservative in the spring and fall of 1991.
- Balmoral Soccer Field - repainted and repaired fieldstone wall.

Plumbing, Heating & Electrical Division

This division is responsible for the maintenance and operation of all electrical, plumbing and heating systems in all Town buildings and property. The following are some areas where updating and improvements have been made:

- Bancroft School - installed new gas burner on #2 boiler; installed new high-efficiency lighting and performed preventive maintenance on sprinkler and boiler systems.
- Andover High School - performed preventive maintenance on sprinkler system at the Collins Center.
- Doherty Middle School - rebuilt one hot water circulating pump.
- Shawsheen School - installed radon gas control system and installed new fluorescent lighting.
- West Elementary School - Installed new sump pumps; replace twelve F/T steam traps; worked on resolving mold problems; installed new gas burner in #2 boiler; installed new condensate tank in new boiler room; installed new condensate return in old boiler room; replace all mud drum nipples on #1 boiler; removed asbestos in basement crawl space in old section and replaced all inefficient lighting.
- West Middle School - installed new sump pumps and replaced inefficient lighting.
- Memorial Hall Library - Installed new compressor in main air conditioning system.
- Police Department - installed all new lighting; wired all electrical components for renovations and prewired telephone and computer systems.
- South School - installed new, more efficient lighting.
- Town Offices - completed plumbing, electrical, exhaust and air supply for new lavatories and shower facilities.
- All Town and School buildings - performed preventive maintenance on all fans, ventilation systems, sprinkler systems, boiler systems and air compressors.

Parks and Grounds Division

The three Parks and Grounds divisions (Parks & Grounds, Cemetery and Forestry) are independent and interdependent. They all operate under the supervision of one superintendent. They share certain pieces of equipment and work together on special projects. As with any public agency with manpower, special equipment and vehicles in its inventory, the three divisions perform many tasks seemingly unrelated to their principal horticultural maintenance duties, such as delivering surplus government food to the Senior Center, litter control, trash removal, recycling, flagpole maintenance, fence/gate/backstop repairs, drainage corrections, ice control, snow removal, and moving extraordinarily heavy objects such

as whiskey barrels used as planers in the downtown area. During 1991, all three division performed admirably during Hurricane Bob and the subsequent cleanup.

PARKS

This division maintains 2.75 million square feet of ballfields and 1.4 million square feet of lawn areas. Ballfields are located on all school grounds and other areas such as Recreation Park, Ballardvale Playground, Upper Shawsheen, Lower Shawsheen, the Bowling Green and the Deyermont Field. Lawn areas are the grounds of all Town and School buildings, parks, playgrounds, and designated islands, triangles and other parcels throughout town. Ballfields are prepared (groomed and lined) for all secondary school athletic events. Turf maintenance consists of mowing, aerating, watering, overseeding, liming, fertilizing and controlling weeds and insects. Pesticide operations are conducted by trained and licensed personnel using approved pesticides and methods. The division also maintains small trees, shrubs and shrub beds on Town property, and cuts back brush encroaching upon ballfields and recreation areas.

CEMETERY

Spring Grove Cemetery on Abbot Street is owned and operated by the Town of Andover. The cemetery contains approximately sixty acres and is approximately 75% developed. During 1991, there were 72 burials and 109 grave sites were sold. Out of a total of \$57,425 collected, \$33,107 was turned over to the Town Treasurer and \$24,318 was added to the principal of the Perpetual Care Fund. Cemetery operations and maintenance consists of burials, mowing, trimming, turf care, pruning of shrubs and small trees, leaf pickup, snow removal, care of its own facilities and equipment, and out-of-cemetery tasks such as trash in Recreation Park, drainage work and construction. In 1991, work was completed on 1.4 acres for future burials.

FORESTRY

Forestry is responsible for the maintenance of trees along the roadside, on school property and other Town-owned land. During 1991, 122 dead and dying large trees were removed. Additionally, the division removed approximately 40 trees in a wooded 1.4 acre parcel at the Spring Grove Cemetery. In 1991, 37 full-sized shade trees were planted along the roadside. Tree varieties planted in 1991 were Bradford Pear, Green Ash, Armstrong Maple and White Pine. Approximately 25% of the personnel's time was spent on pruning, which consists of street-by-street pruning, problem tree pruning, storm repairs, flatclearing of undesirable vegetation and removing obstructions at intersections and curves thus providing better visibility. Spray operations were conducted to control poison ivy and other undesirable vegetation along the roadside and, with a farm tractor, the division mowed tall weeds along the roadside throughout the Town.

Municipal Buildings Division

The Municipal Buildings Division is responsible for scheduling and renting schools, the Town House, Recreation Park field, and school fields to non-profit groups, private organizations, individuals and town or school activities. This account also pays for the main switchboard at the Town Offices and utility costs associated with the Town and School Administrative Offices, Town House and parking lots.

Vehicle Maintenance Division

The Vehicle Maintenance Division provides maintenance to all town vehicles. This includes those of the Police, Fire, Highway, Sewer and Water Departments, and all other town-operated vehicles. The division contracts for outside repair services when necessary. All new equipment purchases are specified and reviewed prior to acquisition through bidding. In addition, gasoline is dispensed through a centrally controlled, computerized system.

In 1991 a new exhaust system was installed in the Vehicle Maintenance garage and a new winch truck was purchased for the Forestry Division. In addition, a new overhead door was installed at the garage.

PUBLIC WORKS DEPARTMENT

Engineering

Field surveys, construction plans and documents, competitive bids, field layouts and construction supervision were provided for the following projects:

- Completion of traffic light Installation and Intersection Improvements at Lowell Street and Haggetts Pond Road.
- Completion of traffic light Installation Dascomb Road at Frontage Road and alterations to Elm Square traffic lights.
- Sewer construction in North Street, Webster Street past Joseph Street and in Greenwood Road from North Street to Chandler Road.
- Completion of Rogers Brook East after bond default.
- Surface water drainage in Webster Street, Brundrett Avenue etc.

A great deal of time was spent this year on the following projects:

- Utility markout and grades for paving projects on North Main Street, High Plain Road, and River Street.
- High Street and Haverhill Street traffic lights Installed by Massachusetts Department of Public Works.
- Planned Harding Street railroad bridge replacement by the Massachusetts Department of Public Works.
- North Reading water connection.
- Improvements to Fishbrook and Bancroft pumping stations.
- Plans for next major water main replacement project.

Preliminary and/or definitive plans for two subdivisions of land with a total of 168 lots were reviewed for the Planning Board to determine conformance with its rules and regulations and to ascertain the adequacy of the proposed utilities. The necessary performance bond amounts were figured where needed and field inspections of subdivisions under construction were carried out. Legal descriptions for roadway layouts and easements were checked before they were filed in the Registry of Deeds.

Survey, easement and betterment plans were prepared where necessary for the projects outlined above and for other proposed projects. Federal and State government agencies were consulted on engineering matters, principally concerning Chapter 90 construction, sewer main extensions and State highway projects.

The Engineering Division assists people in obtaining information about existing utilities, street layouts, industrial and residential sites and other general information. The engineering records of the Town were maintained and updated. The Engineering Division updates the Town Assessors' maps and prints the necessary copies for the Town departments. One member of the Engineering Division assisted the Assessors' office part-time during the summer in inspecting and measuring up additions and alterations. Street opening permits for the installation and repair of underground utilities were issued through this division and the necessary inspections were carried out.

The Engineering Division consists of four employees.

Highway

During 1991, seven streets were resurfaced with bituminous concrete for a total of 3.5 miles.

During the spring and summer, two sweepers are kept busy with continuous cleaning of all streets after winter sanding. Both sweepers start each morning at 5:00 A.M. The Highway Division assists the Engineering Division in its inspection of the conditions of new streets before they are accepted as public ways. The Highway Division also provides men and equipment for all other divisions when needed.

One thousand seven hundred fifty-five catchbasins and six storm drains were cleaned and kept free of all debris. All Town brooks were also cleaned and maintained. Forty-six catchbasins and one storm drain were repaired due to deterioration and damage caused by frost and icy conditions during the winter season. The Highway Division, with the help and cooperation of all other Department of Public Works divisions and the Department of Municipal Maintenance, is also responsible for snow removal and ice control, including flood control for all Town roads.

Solid Waste

The Town, under contract, collected 10,510 tons of residential refuse. Andover, being a member of the North East Solid Waste Committee (NESWC), has its refuse transported and processed at the Regional Waste-to-Energy Plant in North Andover, where the refuse is incinerated to generate electricity. The Solid Waste Division oversees the mandatory curbside recycling program for newspapers/magazines and glass, which recycled 2,932 tons of material last year. The Town also maintains a leaf composting site on High Plain, near Bald Hill. Approximately 285 tons of leaves were composted, with the compost material being available to Town residents.

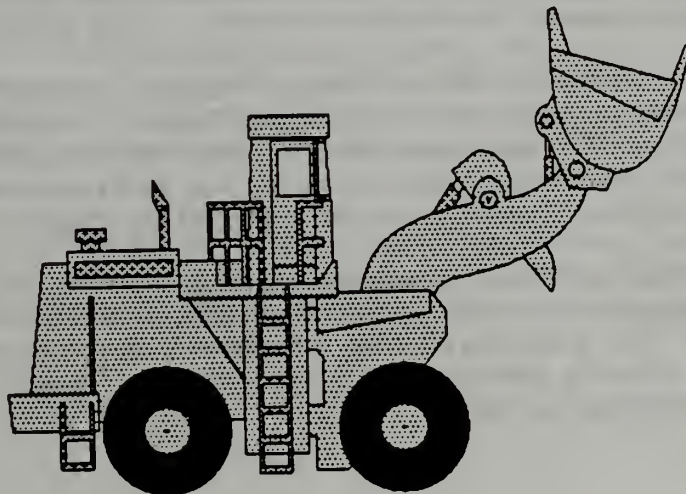
Water

The Water Division consists of seventeen full-time employees and is responsible for the meter reading, supply, treatment and distribution of drinking water to the community. The major components of the water system are as follows: Supply -- Haggetts Pond, Fish Brook, Merrimack River, Abbot Well; Treatment -- 24 MGD Water Treatment Plant; Chlorination Facilities -- Fish Brook; Pumping Stations -- Water Treatment Plant, Fish Brook, Bancroft Reservoir, Prospect Hill and Wood Hill. The Water Treatment Plant is a state-of-the-art facility featuring ozonation, coagulation and sedimentation, and granular activated carbon (GAC) filtration in its treatment processes.

Distribution Mains -- 182 miles and 9,150 connections.

The total water pumped to the system from January 1, 1991 through December 31, 1991 was 1,865,885,000 gallons. The average daily pumping was 5,112,013 gallons, with a maximum day of 10,920,000 gallons occurring on June 29, 1991.

Hydrants Repaired - 39
Hydrants Replaced - 6
Water Main Breaks Repaired - 18
House Service Leaks Repaired - 13
House Services Renewed - 11
Water Main Taps - 2
New Water Meters Installed - 55
Old Water Meters Replaced - 179
Water Meters Repaired - 5



Sewer

The Sewer Division is responsible for the operation and maintenance of the wastewater pumping stations on Dale Street in Ballardvale, Bridle Path, West Elementary School, Shawsheen Village, and the entire system of sanitary sewers.

The sewerage system includes sixty-seven miles of sanitary sewers and 4,770 connections. In the past year, the division freed thirty-nine blockages in sewer mains, rodded sixteen mains, repaired one, and answered forty private sewer problems. The raw sewage discharge from Shawsheen Village Pumping Station is collected and transported by means of a force main through the City of Lawrence and treated by the Greater Lawrence Sanitary District's regional wastewater treatment plant.

GREATER LAWRENCE SANITARY DISTRICT

The Greater Lawrence Sanitary District Wastewater Treatment Facility continued to provide service to residential, commercial and industrial users in 1991. Since its initial operation in April 1977, the facility has treated 139 billion gallons of wastewater that was previously discharged, untreated, into the Merrimack River.

In 1991, Andover's share of the flow at the plant was 3.765 million gallons per day. The plant is currently staffed by seventy-three people. The operation is continuous 24 hours per day and 365 days per year. The District Commission meets monthly to address policy matters.

ANDOVER RECYCLING

The year 1991 was the first calendar year of paper and glass curbside recycling in Andover with Waste Management, Inc. as the contractor. The Department of Public Works oversaw this contract and recycling continued to be mandatory in Andover. Andover Recycling no longer assisted with this program.

The Town paid a monthly fee to Dave White to collect plastic and aluminum cans on the third Saturday of every month. During 1991, the variety of plastic collected was narrowed down to just milk and water jugs, #1 and #2 containers. This change reflected the fact that markets had changed; namely, the Plastics Again plant in Leominster had gone out of business. Approximately one plus tons per month of plastic and cans were collected, remaining the same as 1990. Andover Recycling (Fran Fink, then Carol Rougvie) organized our volunteers to assist with this service, which continues to save the Town money.

The closing of Plastics Again eliminated the opportunity to collect styrofoam trays; thus, the collection of lunch trays in our schools had to be discontinued. This was a great disappointment to us because we had spent a lot of time and effort in educating the staff and students about the hazards of incinerating styrofoam.

Andover Recycling (Joyce Ringleb) continued to organize the collection of newspapers in all our public schools by Waste Management. Students in some of our schools also collected deposit and/or recyclable aluminum cans to raise funds for school projects. Joyce continued to work in various schools with the students on recycling projects.

In partnership with Dana Duxbury Associates of Andover and Wheelabrator Environmental Systems, Inc. (owner of the North Andover RESCO facility), Andover Recycling (Hanna Castle) launched a button battery recycling program for the Town. The button batteries are collected at locations throughout Andover by our volunteers, sorted, counted, and shipped to a facility in New York where mercury and silver will be recycled. Dana Duxbury Associates will conduct an ongoing study of the program to monitor its success. It is hoped this program will be expanded throughout the other RESCO communities.

Andover Recycling held meetings every other month. Jinny Cole continued to write a column in the Andover Townsman to educate the public about recycling in Andover and environmental issues. Our goals for the future are as follows: 1) to encourage the Town and schools to buy paper products made of recycled paper (Support of the recycled paper market is necessary to promote successful recycling programs.) and 2) to monitor, assist, and encourage comprehensive recycling in Andover.

COMMUNITY DEVELOPMENT AND PLANNING

Building Division

The Building Division is charged with the enforcement of the State Building Code 780 CMR of the Acts of 1972 and Zoning Act, Massachusetts General Laws 40A. The Building Division issues permits for all types of construction including, but not limited to, school buildings (both public and private), institutional buildings (nursing homes), business, commercial and industrial buildings, dormitories, multi-family as well as single family dwellings, pools, chimneys, signs and additions and alterations to all structures. The building officials also perform periodic inspections for those buildings which are required to obtain Certificates of Inspection under State Building Code, Table 108.

Building officials are employed to administer the building code and the zoning bylaws which are adopted by both state and local governments. The scope of these codes encompasses a broad range of professional and trade subject area such as architecture, engineering, fire safety, law, electrical, carpentry, plumbing and gas. Building officials must be familiar with and informed to provide the public with information and guidance on all building and code related matters.

<u>Type</u>	<u>Estimated Values</u>	<u>Fees</u>
Single Family Dwellings (Including foundations)	\$18,890,485	\$143,915
New Commercial Construction	4,645,000	25,975
Additions and Alterations to All Types of Buildings	12,707,921	91,377
Public Buildings/Schools	1,116,900	7,332
Pools, Chimneys, Raze, Signs	614,049	9,642
Certificates of Inspection	—	1,000
Sealer of Weights & Measures	_____	<u>1,248</u>
TOTAL	\$37,974,355	\$280,489

ELECTRICAL INSPECTIONS

The purpose of the Massachusetts Electrical Code is the practical safeguarding of persons and property from hazards arising from the use of electricity. The Electrical Inspector is responsible for receiving and granting permits and scheduling inspections on a daily basis, inspecting all residential, commercial and industrial jobs, approving electrical plans for new buildings, assisting the Fire Department in inspections of fires due to faulty electrical devices and seeing that permits are issued for repairs due to fire damage.

Enforcement of fire alarm regulations for new homes, conducting and certifying inspections of schools, public buildings, day care centers and nursing homes in conjunctions with the building officials are part of the duties of the electrical inspectors. Numerous electrical violations were investigated with the cooperation of Massachusetts Electric Company and corrected without incident.

There were 793 permits issued in 1991 with a total of \$35,463.50 in fees collected.

PLUMBING AND GAS INSPECTIONS

The inspection and enforcement of plumbing and gas installations is controlled by a State Uniform Plumbing and Gas code formulated by the Board of State Examiners of Plumbers and Gas Fitters under authority of Chapter 142 of the General Laws of the Commonwealth of Massachusetts.

This office completes the inspection for permitting gas, plumbing and sewer installations and repairs. Following the initial inspection, additional inspections are completed during construction to ensure compliance with state codes. A final inspection is conducted for the same purpose as well as to sign off on a Certificate of Occupancy. Complaints and violations must also be investigated and corrected or reported to the proper authorities.

There were 454 plumbing permits issued with a total of \$29,166 in fees collected, 376 gas permits were issued with a total of \$10,821 collected making a total of \$39,987 in fees collected in 1991.

SUMMARY OF FEES

Building	\$280,489.00
Electrical	35,463.50
Plumbing and Gas	<u>39,987.00</u>
TOTAL FEES COLLECTED	\$355,939.50

Conservation Commission

The Conservation Commission conducted twenty-three regular meetings and numerous site visits in 1991. The Conservation Commission, under the Massachusetts Wetlands Protection Act, conducted ninety-five public hearings, issued forty-six Determinations of Applicability, acted on eighteen Notices of Intent, issued eighteen Orders of Condition, two Amendments, six Extensions of Permit, forty-seven Certificates of Compliance, twenty-four Enforcement Orders, three Emergency Certifications, eighteen Findings of Insignificance for Proposed Plan Changes and approved eight final Wetland Map Boundary Changes. Joint meetings were held with the Planning Board to discuss the forthcoming Master Plan and with the Board of Selectmen and Town Manager to discuss "Towards the 21st Century".

Under the provisions of the Massachusetts Wetland Protection Act, the Conservation Commission collected filing fees in the amount of \$14,002.50.

LAND ACQUISITION

Without expenditure of Town funds, several important open space and wetland resource protection measures were achieved in 1991. Among these were gifts of various permanent open space areas as a result of cluster subdivision development including Wyncrest Circle, Belknap Estates and Spencer Court.

LAND MANAGEMENT

A management plan was adopted for the John and Marie Boloian Reservation located off Chandler Road. Bluebird artificial nesting cavities were installed by a volunteer on Conservation land near the Abbot well on Andover Street.

MUNICIPAL LEAF COMPOSTING PROGRAM

The municipal leaf composting program was again conducted on a portion of the Bald Hill Reservation on High Plain Road. James Bamford, Supt. of Parks and Grounds, Department of Municipal Maintenance, reports that an estimated three hundred sixty tons of leaves were processed.

COMMUNITY GARDENS

One hundred thirty gardens plots were assigned at the High Plain Road Community Garden site in 1991.

ENVIRONMENTAL PLANNING

The commission held an informal meeting with engineers, hydrologists and interested town officials to review a major work in progress entitled "ANDOVER CONSERVATION COMMISSION STORMWATER MANAGEMENT GUIDELINES". This effort has been led by commission member Mark Curtin who is a practicing Professional Engineer. Publication of this document is anticipated in the Summer of 1992.

Health Division

The Health Division staff consists of a Director, Registered Sanitarian, a Health Code Enforcement Officer, two part-time Registered Nurses and an Administrative Secretary. The division is structured to facilitate three operational objectives: administration of the division, providing clinical public health services and addressing significant environmental responsibilities impacting health.

Inspection workload shifted dramatically in 1991 from land use and development related activities to basic sanitary code enforcement projects. Declines in subdivision review, percolation testing, water table determinations and new septic system installations have enabled us to redistribute resources to increased inspection and code enforcement priorities in food service sanitation, beach and pool water quality surveillance and an aggressive housing code monitoring effort.

Andover shares in regional and national concerns relative to environmental issues which impact the quality of life. Air pollution control of local industries, indoor air quality in public buildings, especially schools with their fragile populations, better management of local hazardous materials and waste inventories are examples of Andover's concerns which are a microcosm of society's problems.

Thanks to a grant of \$7,500 from the Andover Home for Aged People, a major focus of Andover public health officials over the next three years will be assessment of health needs of the community's senior citizens. The department hopes to inventory existing services, assess impacts of health behaviors, such as smoking, diet, stress and to design new programs and intervention strategies to address these needs.

Total revenue in the Health Division increased by about ten percent in the first six months of FY1992. Total revenue for the division in 1991 was \$45,450.80. Permit fee increases, recently passed by the Board of Health, should help stabilize revenue production in FY1993.

Mary Hamilton, R.N. B.S.N., retired in June after twenty-four years to work part-time in the same position. She serves on the following boards and committees: VNA Home Care - Professional Advisory Committee; Elder Services of Merrimack Valley Advisory Board and Long Range Planning Committee; Fidelity House Human Rights Committee and Andover Home for the Aged Board of Directors. Pat Wilson, R.N., increased her hours as part-time Public Health Nurse.

Disease prevention is always a number one issue. Tuberculosis, food and water borne diseases, hepatitis, encephalitis, whooping cough, Lyme disease and AIDS are present in our community. Infants and children must receive all recommended immunizations. Hepatitis B vaccine will be given beginning in 1992 to all infants and children in order to prevent the continuing spread of this serious disease. Influenza and pneumonia vaccinations were extremely well attended this year. The state aggressively advertised the need for this vaccine and Medicare sent letter to all recipients advising them of the vaccine. Cholesterol clinics are well attended and it is a good method to prevent disease and promote health.

COMMUNICABLE DISEASE CONTROL

The Health Division receives all reports of the reportable communicable disease cases and ensures these cases are investigated by the Public Health Nurse who sends a case record to the State Department of Public Health. Venereal

diseases are reported directly to the state by the physician. Preventing communicable diseases and containing them when they occur is a top priority of the Andover Health Department.

The following is a list of communicable diseases reported to the Health Department in 1991:

Animal Bites	18
Chicken Pox	198
Hepatitis	1
Viral Meningitis	4
Meningitis Infection	5
Meningitis	1
Salmonella	8
Salmonella Typhi	1
Mumps	1
Giardia	10
Hepatitis	1

State regulations regarding reportable diseases are administered by the Public Health Nurse. Mantoux testing for exposure to tuberculosis, active disease detection, school and nursing home employment is done free of charge by the Public Health Nurse. Positive Mantoux reactors and active tuberculosis cases are followed and referred to the area Tuberculosis Clinic at Lawrence General Hospital. The nurse takes histories, makes x-ray appointments, monitors medication, ensures proper blood tests are done and does (Snellen) eye exams on clinic patients. The Public Health Nurse monitored an inactive case of TBC for several months and the patient took TB medication in the Health Department Clinic.

Mantoux Testing	137
Reactor Follow-up	53
Histories & Clinic Cases	6
Communicable Disease Case Records	49
Clostridium Septicum - Investigation	1

Cholesterol Screening Clinics

The Health Division continued cholesterol clinics on a monthly basis throughout the year. The fee was \$5.00. Screening was done in the Health Department Clinic/Nurses office. The division participated in the Genetics Health Fair and screened thirty-four employees. Two Public Health Nurses and a Health Division machine operator performed the testing and interviews. Cholesterol education, recommendations and referral were part of this process. A letter of approval from the Department of Public Health, Health Care Quality Department, was received for cholesterol health promotion screening programs.

Andover Resident Cholesterol Screening Clinics

Clinics	10
Screened	186
Elevated Result (>200)	159

Influenza and Pneumovax Clinics

Two clinics were held for Andover residents over 60 and those with certain diseases. The first clinic was held on October 31, 1991 at the Doherty Middle School with one volunteer Health Board physician, four health department staff, two health department nurses, seven volunteer registrars and Andrea Davenport, M.D.P.H., Pneumovax State Program. Over four hundred persons arrived during the course of one hour causing parking problems and dangerous overcrowded conditions. Mary Hamilton R.N. wrote recommendations to the Board addressing these problems and recommending pre-registration prior to clinics next year, holding two clinics at Doherty Middle School and vaccinating frail elders in the Health Department nurse's office. The second Influenza and pneumovax clinic was held Tuesday, November 19, 1991 at the Senior Center. Six Health Department staff, three volunteer nurses and four volunteer registrars staffed the clinic. The Public Health

Nurses went to the Police Department and administered influenza immunizations to fifteen Andover police officers. Six Andover homebound elders were immunized in their homes and ninety residents were given influenza immunizations in the Health Department Clinic.

Doherty School Clinic

<u>Ages</u>	<u>influenza</u>	<u>Pneumovax</u>
20-44	25	1
45-64	121	6
>65	<u>654</u>	<u>52</u>
Total	800	59

Senior Center Clinic

20-44	9	1
45-64	82	10
>65	<u>138</u>	<u>14</u>
Total	229	25

GRAND TOTAL 1,140 99

Blood lead screening information and referral was provided to Andover residents by the Public Health Nurse. Pediculosis screening, information and education as well as scabies information and education are provided by the nurse to residents and groups upon request.

Amblyopia screening clinics were offered by the Andover Society free of charge to children of Andover residents age two through five. A special vision test is given and children who failed the test were referred to an ophthalmologist for follow-up.

Immunization review, health record review, storage of medication and other medical regulations affecting recreational camps for children are enforced through inspection and license withdrawal if the requirements are not met.

Elderly Health Services

This program is designed to promote and maintain health and prevent diseases in Andover's senior citizen population. Clinics are held at the housing for the elderly and at the Andover Commons on a monthly basis. Weekly clinics are held at the Senior Center. Tests include vital signs, urine testing, hemoglobin testing and weight. Each person receives counselling (diet, medication) and referral to physicians of area agencies as needed.

Outreach Clinics	33	457 attended
Senior Center Clinics	44	652 attended
Office Visits	170	
Home Visits	19	

An Easy Exercise Program was directed by Pat Wilson, R.N., Public Health Nurse, from January through April. It involved range of motion exercises, walking, dancing and health education. All participants were required to get permission from their physician and many do the exercises at home as well. There were twenty-one classes with four hundred and seventy-nine participants.

Biologics

Andover does not offer immunization clinics to its residents but does provide biologics free of charge to Andover physicians and schools. The Public Health Nurse monitors distribution and usage of the vaccines. Some vaccines are ordered from the Department of Public Health and some are picked up by the nurse at the regional office in Tewksbury.

Information to area clinics, school and physicians on various vaccines and those needed for International travel is provided by the Public Health Nurse and referral is made to vaccination sites.

Planning Division

The Planning Division is responsible for a wide range of activities involving residential, industrial, and commercial development in Andover through administration of the Town's land use regulations and controls. The division is responsible for processing the plans for nearly all new development in the Town. The division provides professional technical support to the Planning Board and the Zoning Board of Appeals as well as the Fair Housing Committee and the Housing Partnership Committee. The Planning Division also represents the Town on the Regional Housing Committee. In addition to these ongoing duties, the division provides professional staff support to a subcommittee of the Planning Board created to address planning issues involving the Central Andover area. Division staff assists the subcommittee in developing detailed recommendations on specific economic and land-use planning issues. Division staff also administers a Community Development Action Grant totalling \$765,000 which was awarded to the Town for specific public improvements in the Shawsheen Village area. During 1991 the Planning Division began work on updating the Master Plan in response to amendments to State Law. Chapters of the plan have been presented to the Planning Board at various public meetings throughout the year. The Planning Division staff also made significant progress in 1991 in computerizing land-use records and permit issuance within the department.

During 1991 the Planning Board held twenty-three meetings. Three Definitive Subdivision Plans were submitted with filing fees totalling \$55,950; all three plans were granted approval, creating a total of one hundred eighty-seven new residential lots. Two requests for modification to previously approved Definitive Subdivision Plans were submitted; both were approved. Two Preliminary Plans were submitted; the Board approved one. Twenty-seven subdivision plans not requiring formal Planning Board approval, which involved nineteen new lots and totalled \$845 in filing fees, were certified. Five subdivision performance guarantees totalling \$288,410 were secured from developers. Three Parking Special Permits and two Site Plan Special Permits were submitted and approved by the Board. The Planning Board reported on twenty-four warrant articles for the 1991 Annual Town Meeting in April and on five articles for the Special Town Meeting in September. Eleven proposals for street acceptance were processed for the 1991 Town Meetings, four of which were accepted as public ways. Seven streets were taken by eminent domain at the April Town Meeting and one at the September Town Meeting.

CENTRAL BUSINESS DISTRICT COMMITTEE

The Committee, which began meeting this past June, spent the summer months getting organized and reviewing current issues, particularly the economic condition and mix of retail uses in the downtown as well as parking. Two specific, initial efforts have also been undertaken by the committee.

The first of these is the completion of a report on the results of a survey of downtown shoppers entitled "Market Research Analysis of Andover's Central Business District". The effort was initiated to learn more about the wishes and desires of Andover consumers for goods and services. The Committee was fortunate to be offered the services of a group of Merrimack College business students in performing the survey and producing the report. The study, which was completed in December, continues to receive enthusiastic praise from those who have reviewed it.

The second major area of focus for the Committee has been the general issue of parking in the downtown. The Committee, after reviewing previous studies and recommendations of previous committees, decided to initially reconsider previous recommendations to improve parking facility signage. A set of recommendations regarding an improved parking signage scheme proposed by the Committee was endorsed by the Board of Selectmen. It is intended that this improvement scheme would lend a more unified appearance to the downtown area. It would also strengthen the identity of the area as

an integrated retail oriented shopping center and serve to reinforce the efforts of the current advertising campaign being conducted by the Andover Center Association. The blue "P" signs are now being installed with signs for the individual lots to follow.

Finally, the Committee is currently working with existing business groups to develop a strategy to coordinate efforts to promote Andover's downtown.

Zoning Board of Appeals

The Andover Zoning Board of Appeals is authorized to function under the General Laws of the Commonwealth of Massachusetts, Chapter 40A and 40B and the Town By-laws. The Board meets on the first Thursday of each month in Memorial Hall Library, Memorial Hall, Elm Square. Five regular members and four associate members are appointed by the Selectmen and serve without pay. The public hearings by the Board are the result of applications in the following areas:

- For a variance from the requirements of the By-laws.
- For a special permit under the By-laws.
- By a person aggrieved by the decision of the Building Inspector or other administrative officer.
- For permission to construct low or moderate income housing within the Town of Andover (Comprehensive Permit).

Prior to hearings, applications are reviewed and pertinent plans and sketches requested, legal advertisements are published and abutters are notified as required by law. The public hearings are conducted by the Chairman in conformity with the Board of Appeals Rules and Regulations. Following the hearings, the members of the Board, when deemed necessary, view each property in question and hold a deliberation meeting thereafter, open to the public, at which time the Board discusses the petitions which have been heard. Based on their views and the evidence presented at the hearing, a decision is rendered, signed and filed with the Town Clerk.

During 1991, the Board held twelve regular meetings and nineteen deliberation meetings. The Board considered forty-five petitions and approved thirty-six. There were seven applications withdrawn and two were dismissed.

Wesley E. Whitney retired from the Board of Appeals on June 30, 1991. Mr. Whitney had been an active member of the Zoning Board for sixteen years and served as Chairman for twelve of those years.

HOUSING AUTHORITY

The Andover Housing Authority was organized in June, 1948. Regular Meetings are held on the second Thursday of every month, and the annual meeting is held during the month of June. Meetings are conducted in the main office, on the second floor of the Recreation Hall in Stowe Court.

At the annual meeting held on June 13, 1991, Mary Jane Powell was re-elected to serve as Chairperson by the Board of Directors. The following officers were elected for a one year term:

Mary Jane Powell	-	Chairperson
Ronald Hajj	-	Vice Chairman
Eileen Connolly	-	Treasurer
John C. Hess	-	Asst. Treasurer
Nancy M. Marcoux	-	Secretary

In November, Mr. Hartly Burnham was appointed to the Board by Governor Weld. He replaces Francis A. McNulty who served as the Governor's appointee for the past five years.

The Andover Housing Authority is funded under the Executive Office of Communities and Development (EOCD). The Town of Andover has absolutely no financial obligation in the construction or operation of these housing projects.

Chapter 667

The Andover Housing Authority manages 218 units of Elderly Housing which are located in Chestnut Court (42 units), Grandview Terrace (40 units), Frye Circle (96 units), and Stowe Court (40 units). The average monthly rent this year in the elderly units was \$169.00. The income limits for elderly housing are:

One person: \$19,488.00 Two people: \$22,272.00

There is also an asset limit of \$15,000.00 in order to qualify. During the past year, (1991), twenty-eight tenants moved into elderly housing.

Chapter 200-1

The Andover Housing Authority manages fifty-six units of Family Housing including two, three, and four bedroom units. The income limits for Family Housing are as follows:

Two people:	\$22,272.00	Five people:	\$29,580.00
Three people:	25,056.00	Six people :	31,320.00
Four people:	27,840.00	Seven people:	33,060.00
	Eight people:		\$34,800.00

The average monthly rent for 1991 was \$305.00. During 1991, ten new families moved into Family Housing.

Section 8 Housing Assistance Program (Federal Funds-HUD)

The Andover Housing Authority has 59 Certificates under this Federally subsidized program, which permits participants to live in private accommodations, paying approximately 30% of their adjusted income toward rent. The income limits are as follows:

1 person: \$16,500.00	5 people: \$25,500.00
2 people: \$18,900.00	6 people: \$27,400.00
3 people: \$21,250.00	7 people: \$29,250.00
4 people: \$23,600.00	8 people: \$31,150.00

The total rent for the apartment cannot exceed the Fair Market Rent for that size unit. The Fair Market Rent is mandated by HUD. Fair Market Rents are as follows:

1 bedroom: \$637.00	3 bedroom: \$874.00
2 bedroom: \$764.00	4 bedroom: \$972.00

The Housing Authority pays the difference in rent directly to the landlord. The condition of the unit must meet basic housing standards, and is inspected annually. The Town of Andover receives full taxes from the participating property owner. All of the 59 Certificates allocated to the Andover Housing are under lease. The Andover Housing Authority also manages 43 Section 8 Vouchers. Under the Voucher Program, participants are allowed greater flexibility in locating an apartment, since the FMR does not have to be adhered to. If a participant leased an apartment which exceeds the Fair Market Rent set for that size unit, the participant is responsible for paying the difference in rent. The Housing Authority will only subsidize the tenant based on the FMR. Presently this program is 100% leased.

Chapter 707 Rental Assistance Program (STATE FUNDS)

The Housing Authority has thirty-one certificates which assist low income elderly and families under this program. The applicant pays approximately 27% of their adjusted income towards rent, (as compared with 30% under the Federal Program), and the Housing Authority pays the difference. There is a separate maximum rent schedule under the 707 Program which is slightly lower the Section 8 FMR. This program is currently "frozen" and no certificates are being re-issued at this time.

Chapter 689

This is the eighth year that Fidelity House has been in operation. It is located within the Memorial Circle Project adjacent to Rogers Brook and houses seven handicapped persons and one full-time counselor. The monthly rent received from Fidelity House in 1991 was \$1,000.00.

Accomplishments

The major accomplishment of 1991 was the continuation of our modernization program. The final phase of this program included asbestos removal, new guttering, new doors and termite control in our Family Housing, and new shower valves and trash enclosures in our Elderly Housing. In addition, our oldest elderly complex, Chestnut Court, has a new fire alarm system.



ANNUAL TOWN MEETING - APRIL 1 & 2, 1991

WARRANT ART. NO.	DESCRIPTION	ACTION TAKEN	APPR. BY ATTY. GEN.
1	Election		
2	Election of all others not elected by ballot		
3	Anticipated Borrowing	Approved	
4	Budget	Approved	
5	Ballot Question - 2 1/2 Override (School)	Passed	
6	2 1/2 Override (Town)	Withdrawn	
7	Salaries of Elected Officials	Approved	
8	Grant Program	Approved	
9	Road Contracts	Approved	
10	Free Cash	Withdrawn	
11	Unexpended Appropriations	Withdrawn	
12	Chap. 90 Road Easements	Approved	
13	Unpaid Bills	Withdrawn	
14	Town Report	Approved	
15	Town Budget Transfers	Approved	
16	Worker's Compensation	Approved	
17	Conservation Fund - \$12,210	Approved	
18	Property Tax Exemptions	Approved	
19	Rescind Unissued Bonds	Withdrawn	
20	Vocational High School Grant	Approved	
21	Street Acceptance - Radcliffe Drive	Not Laid Out	
22	Street Acceptance - Fun Flight Circle	Not Laid Out	
23	Street Acceptance - Yardley Road	Not Laid Out	
24	Street Acceptance - Kalia Circle	Approved	
25	Street Acceptance - Pole Hill Drive	Approved	
26	Street Acceptance - Hearthstone Place	Not Laid Out	
27	Street Acceptance - Keystone Way	Not Laid Out	
28	Street Acceptance - Zambon Terrace	Approved	

ANNUAL TOWN MEETING - APRIL 1, & 2, 1991

WARRANT ART. NO.	DESCRIPTION	ACTION TAKEN	APPR. BY ATTY. GEN.
29	Street Acceptance - Powers Road	Approved	
30	Sidewalk - Shawsheen Road	Withdrawn	
31	Master Plan - Status Report	No Vote Required	
32	Sidewalk - High Plain Road	Defeated	
33	Sidewalk - Beacon Street/ High Plain Road	Withdrawn	
34	Taping of Selectmen's Mtgs.	Defeated	
35	Eminent Domain - Haggetts Pond Road	Approved	
36	Official Town Warrant	Defeated	
37	Capital Improvement Program - Town Bylaw	Approved	May 23, 1991
38	Eminent Domain - Doric Way, Odyssey Way, Nicoll Dr., Laconia Dr., Messinia Dr., Sparta Way & Acropolis Cir.	Approved	
39	Retirement Benefits - Statute Acceptance	Approved	
40	Physical Exams for Employees Over 70 Yrs. - Statute Acceptance	Approved	
41	Sewer Line - North Street/ Greenwood Road	Approved	
42	Water Main - Salem St. & Jenkins Road	Defeated	
43	Storm Drains	Approved	
44	Fire Prevention - Town Bylaw	Approved	May 23, 1991
45	Convenience Stores - Zoning Bylaw	Withdrawn	
46	Amendment to Demolition Bylaw	Approved	May 23, 1991
47	Water Conservation Committee	Approved	
48	Enhanced 911 - Statute Acceptance	Approved	
49	Amend Sect. III District Boundaries - Zoning Bylaw	Defeated	
50	Modification of Sewer Master Plan	Withdrawn	

Agreeably to a Warrant signed by the Selectmen on March 4, 1991 the Inhabitants of said Town who are qualified to vote in Elections and Town Affairs to meet and assemble at the designated polling place. All eight precincts: Precinct One, Precinct Two, Precinct Three, Precinct Four, Precinct Five, Precinct Six, Precinct Seven, Precinct Eight, are to vote at the Dunn Gymnasium, Andover High School, Shawsheen Road, in said Andover, on

MONDAY, THE TWENTY-FIFTH DAY OF MARCH, 1991,

at eight o'clock A.M. to eight o'clock P.M. to act upon the following articles:

Pursuant to the foregoing Warrant, I, the subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said warrant, by posting a true and attested copy of the same on the Town Hall, on each schoolhouse, and in no less than five other public places where bills and notices are usually posted and by publication in the Andover TOWNSMAN. Said warrants have been posted and published fourteen days.

Kenneth Arseneault
Constable

ARTICLE 1. Took up Article 1 and proceeded to vote Town Offices. The ballot boxes were found to be empty and registered 0000. The polls were opened at eight o'clock A.M. and closed at eight o'clock P.M.

The total number of ballots cast was 4,990, viz:

Prec. 1 - 587	Prec. 2 - 639	Prec. 3 - 600	Prec. 4 - 694
Prec. 5 - 668	Prec. 6 - 568	Prec. 7 - 627	Prec. 8 - 607

1	2	3	4	5	6	7	8		
								MODERATOR FOR ONE YEAR	
462	493	440	517	488	432	473	461	James D. Doherty	3766
125	146	160	177	180	136	154	146	BLANKS	1224
								SELECTMEN -	
								TWO FOR THREE YEARS	
295	348	311	366	304	293	311	285	James M. Barenboim	2513
89	85	83	110	96	75	80	97	John Doyle	715
218	254	181	262	268	236	264	264	Christine Holmes	1947
271	281	295	303	297	261	274	296	Larry L. Larsen	2278
183	169	199	198	211	170	197	166	Susan K. O'Neill	1493
118	141	131	149	160	101	128	106	BLANKS	1034
								SCHOOL COMMITTEE -	
								TWO FOR THREE YEARS	
248	273	258	268	286	236	325	244	Michael A. Frishman	2138
330	326	309	386	327	303	289	320	Susan T. Poore	2590
305	338	303	363	381	297	369	330	Susan E. Jenkins	2686
182	208	193	232	216	172	180	216	John G. Wragg	1599
109	133	137	139	126	128	91	104	BLANKS	967

ANNUAL TOWN MEETING - MARCH 25, 1991

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>		GR. LAWR. REG. VOC. TECH. H. S. DISTRICT COMM. - ONE FOR THREE YEARS
138	261	177	263	210	197	186	178	Milton N. Baker	1610
347	298	304	322	326	257	304	330	Joseph Gleason	2488
102	80	119	109	132	114	137	99	BLANKS	892
									ANDOVER HOUSING AUTHORITY - ONE FOR FIVE YEARS
428	454	399	469	424	372	408	410	Ronald C. Hajj	3364
159	185	201	225	244	196	219	197	BLANKS	1626
									TRUSTEES OF PUNCHARD FREE SCHOOL - FIVE FOR THREE YEARS
317	364	284	323	288	283	289	307	Earl G. Efinger	2455
301	359	296	333	292	287	313	333	Robert A. Finlayson	2514
322	371	302	356	316	298	311	330	Joan M. Lewis	2606
303	338	262	304	273	286	271	293	John R. Petty	2330
320	369	295	389	356	321	309	335	Donna C. Ellsworth	2694
1372	1394	1561	1765	1815	1365	1642	1437	BLANKS	12351

After the final action on the preceding Article One, the said meeting shall stand adjourned by virtue of Chapter 39, Section 20 of the Massachusetts General Laws, to April 1, 1991, at 7:00 P.M., at the Dunn Gymnasium, Andover High School, then and there to begin acting upon articles that follow in this warrant.

ADJOURNED ANNUAL TOWN MEETING

APRIL 1, 1991

The check lists were used at the entrance and showed 2,038 voters admitted to the meeting.

The meeting was called to order by James D. Doherty, Moderator, at 7:05 P.M.

The opening prayer was offered by Rabbi Robert Goldstein of Temple Emanuel, Andover, Massachusetts.

Salute to the flag was led by Selectman Gerald H. Silverman.

Unanimous consent was voted to admit 17 non-voters to the meeting.

The Moderator announced there would be no smoking or food in the Dunn Gymnasium.

Upon motion made and duly seconded, it was VOTED to dispense with the reading of the Warrant and the return of service of the Constable.

Upon motion made and duly seconded, it was VOTED that the Moderator refer to the article by number and by subject matter.

ARTICLE 1. To elect a Moderator for one year, two Selectmen for three years, two members of the School Committee for three years, one member of the Greater Lawrence Regional Vocational Technical High School District Committee for three years, one member of the Andover Housing Authority for five years, and five members of the Trustees of Punchard Free School for three years.

All the above candidates are to be voted for on one ballot. The polls will be open from 8:00 o'clock A.M. to 8:00 o'clock P.M.

Town Clerk Randall L. Hanson announced the results of the election on March 25, 1991 and declared James D. Doherty as Moderator and that he had previously been sworn to the faithful performance of the duties of that office.

The Town Clerk also declared that other successful candidates elected to their respective offices had been sworn to the faithful performance of the duties of their offices.

James D. Doherty	Moderator for One Year
James M. Barenboim	Selectman for Three Years
Larry L. Larsen	Selectman for Three Years
Susan E. Jenkins	School Committee for Three Years
Susan T. Poore	School Committee for Three Years
Joseph Gleason	Gr. Lawrence Reg. Voc. Tech. H. S. District Comm. for Three Years
Ronald C. Hajj	Andover Housing Authority for Three Years
Earl G. Efinger)
)
Robert A. Finlayson)
) Trustees of Punchard Free
)
Joan M. Lewis) School for Three Years
)
John R. Petty)
)
Donna C. Ellsworth)

ARTICLE 2. To elect all other officers not required by law to be elected by ballot.

Upon motion made and duly seconded it was VOTED that John R. Williams be elected Trustee of the Cornell Fund for three years.

ARTICLE 3. To see if the Town will vote to authorize the Town Treasurer, with the approval of the Selectmen, to borrow money from time to time in anticipation of the revenue of the financial year beginning July 1, 1991, in accordance with the provisions of General Laws, Chapter 44, Section 4, and to issue a note or notes therefore, payable within one year, and to renew any note or notes as may be given for a period of less than one year in accordance with General Laws, Chapter 44, Section 17.

Upon motion and duly seconded it was VOTED that Article 3 be approved as printed in the Warrant.

ARTICLE 4. To see if the Town will vote to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 1991, and ending June 30, 1992.

A report by the Andover Finance Committee was read by Joanne Marden.

Upon motion made and duly seconded it was VOTED to raise and appropriate the following sums of money:

GENERAL GOVERNMENT

1	PERSONAL SERVICES	Including \$173,200 in department receipts	\$2,064,127.00
2	OTHER EXPENSES	Including \$3,000 for out-of-state travel and \$108,810 in department receipts	846,807.00
		Total Appropriated	2,910,934.00
		From Taxation	2,628,924.00

MUNICIPAL MAINTENANCE

3	PERSONAL SERVICES	Including \$64,952 from rental income and \$35,000 from Cemetery interest income	1,571,414.00
4	OTHER EXPENSES	Including \$25,000 from rental income	1,163,752.00
		Total Appropriated	2,735,166.00
		From Taxation	2,610,214.00

PUBLIC SAFETY

5	PERSONAL SERVICES	Including \$66,500 from ambulance receipts	5,929,027.00
6	OTHER EXPENSES	Including \$6,580 for out-of-state travel and \$75,000 from ambulance receipts	476,952.00
		Total Appropriated	6,405,979.00
		From Taxation	6,264,479.00

PUBLIC WORKS

7	PERSONAL SERVICES		1,778,685.00
8	OTHER EXPENSES	Including \$2,750 for out-of-state travel	4,763,690.00
		Total Appropriated	6,542,375.00
		From Taxation	6,542,375.00

LIBRARY

9	PERSONAL SERVICES	Including \$59,760 from Merrimack Valley Library Consortium	922,205.00
10	OTHER SERVICES	Including \$700 for out-of- state travel; \$19,771 from State Library Aid and \$24,000 from Merrimack Valley Library Consortium	387,429.00

Amended Motion from floor: That Budget Item #9 be increased by \$15,000 and Budget Item #10 be reduced by \$15,000.

Amended Motion was DEFEATED by a majority vote.

Motion from floor: That the Library be required to be open on Sunday afternoons and closed on Monday mornings on a cost neutral basis.

Motion was PASSED by a majority vote.

Total Appropriated	1,309,634.00
From Taxation	1,206,103.00

UNCLASSIFIED

11	COMPENSATION FUND	10,000.00
12	RESERVE FUND	200,000.00
	Total Appropriated	210,000.00
	From Taxation	210,000.00

ANDOVER PUBLIC SCHOOLS

13	PERSONAL SERVICES		17,588,799.00
14	OTHER EXPENSES	Including \$8,000 for out-of-state travel	3,946,068.00
		Total Appropriated	21,534,867.00
		From Taxation	21,534,867.00

GREATER LAWRENCE TECHNICAL HIGH SCHOOL

15	Total Appropriated	114,574.00
	From Taxation	114,574.00

FIXED

16	INTEREST EXPENSE	2,504,237.00
17	BOND REDEMPTION	4,187,700.00
18	STABILIZATION FUND	60,000.00
19	INSURANCE EXPENSES	945,000.00
20	UNEMPLOYMENT COMPENSATION	100,000.00
21	RETIREMENT - PERSONAL SERVICES	31,808.00
22	RETIREMENT - OTHER EXPENSES	13,185.00
23	CONTRIBUTORY RETIREMENT	1,225,770.00
24	NON-CONTRIBUTORY RETIREMENT	78,000.00
25	RETIREMENT FUND	454,016.00

ADJOURNED ANNUAL TOWN MEETING - APRIL 1, 1991

26	HEALTH INSURANCE FUND	2,633,306.00
	Including \$50,000 from parking meter receipts for bond redemption and \$98,500 from special pension reserve for retirement fund	
	Total Appropriated	12,233,022.00
	From Taxation	12,084,522.00
	TOTAL BUDGET APPROPRIATION	\$53,996,551.00
	TOTAL FROM TAXATION	\$53,196,058.00

SPECIAL ARTICLES - FROM AVAILABLE FUNDS

Article 47	Water Conservation Committee	\$ 1,000.00
	Total	\$ 1,000.00

SPECIAL ARTICLES - TRANSFER OF FUNDS

Article 15	Budget Transfer FY 1991 To: Debt Service Bond Redemption From: Debt Service Interest	\$ 135,000.00
Article 17	Conservation Fund	<u>12,210.00</u>
	Total	\$ 147,210.00

SPECIAL ARTICLES - BORROWING

Article 41	Sewer/North St. & Greenwood Rd.	\$ 280,000.00
Article 43	Storm Drains	<u>325,000.00</u>
	Total	\$ 605,000.00

SPECIAL ARTICLES - TAXATION

Article 5	Proposition 2-1/2 Override Ballot Question/Contingent Appropriation School Personal Services School Other Expenses	\$ 1,403,349.00 <u>96,651.00</u>
	Total	\$ 1,500,000.00*

A true record

A T T E S T

Randall L. Hanson

Randall L. Hanson
Town Clerk

* Defeated at May 6, 1991 Special Election
2826 - YES 5311 - NO

ARTICLE 5. To see if the Town will vote to raise by taxation and appropriate the sum of \$1,500,000.00 for the Andover Public Schools for the Fiscal Year beginning with July 1, 1991 contingent upon subsequent approval of a ballot question allowing the Town of Andover to assess an additional \$1,500,000.00 in Real Estate and Personal Property Taxes.

Upon motion made and duly seconded it was VOTED that the Town vote to raise by taxation the sum of \$1,500,000.00 and appropriate the sum of \$1,403,349.00 for Personal Services and \$96,651.00 for Other Expenses to the Andover Public Schools for the Fiscal Year beginning July 1, 1991, contingent upon subsequent approval of a ballot question allowing the Town of Andover to assess an additional \$1,500,000.00 in Real Estate and Personal Property Taxes.

A report by the Finance Committee was given by Edward Weil.

A standing vote was requested.

THE VOTE YES - 897 NO - 738

Article 5 PASSED by a MAJORITY VOTE.

ARTICLE 6. To see if the Town will vote to raise by taxation the sum of \$300,000 and appropriate \$300,000 for repairs and reconstruction of roads by a capital expenditure exclusion for the Fiscal Year beginning July first, nineteen hundred and ninety-one, contingent upon subsequent approval of a ballot question allowing the Town of Andover to assess an additional \$300,000 in Real Estate and Personal Property Taxes.

Article 6 was WITHDRAWN.

ARTICLE 7. To establish the salaries of the elected officers for the ensuing year.

Upon motion made and duly seconded it was VOTED that the salaries of the elected Town Officers be established as follows:

Town Moderator -	\$125.00 for each Annual Town Meeting and \$30.00 for each Special Town Meeting except when it falls within the Annual Town Meeting.
Selectman -	Chairman - \$1,500.00 Members - \$1,200.00
School Committee -	Chairman - \$1,500.00 Members - \$1,200.00

ARTICLE 8. To see if the Town will vote to authorize the Board of Selectmen and/or the Town Manager to apply for, accept and enter into contracts from time to time for the expenditure of any funds allotted to Andover by the Commonwealth of Massachusetts or the U. S. Government under any State or Federal grant program.

Upon motion made and duly seconded it was VOTED that Article 8 be approved as printed in the Warrant.

ARTICLE 9. To see if the Town will vote to authorize the Town Manager to enter into a contract with the Massachusetts Department of Public Works Commissioners, the County Commissioners and/or either of them for the construction and maintenance of public highways in the Town of Andover for the ensuing year.

Upon motion made and duly seconded it was VOTED that Article 9 be approved as printed in the Warrant.

ADJOURNED ANNUAL TOWN MEETING - APRIL 1, 1991

ARTICLE 10. To see what amount the Town will vote to permit the Assessors to use in free cash to reduce the 1991-92 tax rate and to effect appropriations voted at the 1991 Annual Town Meeting.

Article 10 was WITHDRAWN.

ARTICLE 11. To see what disposition shall be made of unexpended appropriations and free cash in the treasury.

Article 11 was WITHDRAWN.

Upon motion made by Town Counsel Daniels and duly seconded, it was VOTED to adjourn at 10:30 P.M. until Tuesday, April 2, 1991 at 7:00 P.M. at the Dunn Gymnasium on Shawsheen Road.

ADJOURNED ANNUAL TOWN MEETING - APRIL 2, 1991

The check lists were used at the entrance and showed 513 voters admitted to the meeting.

The meeting was called to order by James D. Doherty, Moderator, at 7:25 P.M.

Unanimous consent was voted to admit 13 non-voters to the meeting.

ARTICLE 12. To see if the Town will vote to authorize the Town to acquire any necessary easements by gift, by purchase or by right of eminent domain for Chapter 90 Highway Construction.

Upon motion made and duly seconded it was VOTED that Article 12 be approved as printed in the Warrant.

The VOTE UNANIMOUS. More than the 2/3 required.

ARTICLE 13. To see if the Town will vote to transfer from available funds a sum not to exceed \$5,000 to pay unpaid bills for which obligation was incurred in prior Fiscal Years.

Article 13 was WITHDRAWN.

ARTICLE 14. To act upon the report of the Town officers.

Upon motion made and duly seconded it was VOTED that Article 14 be approved as printed in the Warrant.

ARTICLE 15. To see if the Town will vote to transfer a sum not to exceed \$500,000.00 from amounts previously appropriated at the June 11, 1990, Annual Town Meeting as authorized by Massachusetts General Laws, Chapter 44, Section 33B.

Upon motion made and duly seconded it was VOTED that Article 15 be approved as printed in the Warrant.

ARTICLE 16. To see if the Town will vote to accept the provisions of MGL Chapter 40, Section 13C, to establish a worker's compensation claims reserve fund.

Upon motion made and duly seconded it was VOTED that Article 16 be approved as printed in the Warrant.

ARTICLE 17. To see if the Town will vote to transfer a sum of \$12,210 from the Wetlands Filing Fees account to be appropriated to the Conservation Fund.

Upon motion made and duly seconded it was VOTED that Article 17 be approved as printed in the Warrant.

ARTICLE 18. To see if the Town will vote to accept the provisions of Section 4, Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 to allow an additional property tax exemption for Fiscal year 1992 to allow those persons who qualify for property tax exemptions under Massachusetts General Laws Chapter 59, Section 5.

Upon motion made and duly seconded it was VOTED that Article 18 be approved as printed in the Warrant.

ARTICLE 19. To see if the Town will vote to rescind unissued bond authorizations from prior Town Meetings or take any other action related thereto.

Article 19 was WITHDRAWN.

ARTICLE 20. To see if the Town will vote to approve the acceptance by the Greater Lawrence Regional Vocational Technical High School District of (1) Chapter 70A of the General laws relating to an Equal Educational Opportunity Grant.

Upon motion made and duly seconded it was VOTED that Article 20 be approved as printed in the Warrant.

ARTICLE 21. To see if the Town will vote to accept and name as a public way, Radcliffe Drive, as shown on a plan approved by the Andover Planning Board, as shown on a plan entitled "Definitive Plan of Belmont Park in Andover, Mass." dated June 8, 1973 and recorded with Essex North District Registry of Deeds as Plan Number 6985.

On petition of Arthur E. Fosse and others.

Article 21 was WITHDRAWN.

NOT LAID OUT

ARTICLE 22. To see if the Town will vote to accept and name as a public way, Fun Flight Circle, as shown on a plan approved by the Andover Planning Board, as shown on a plan entitled "Subdivision Plan of Land in Andover, Massachusetts of Fun Flight Circle", Date: March 24, 1989 *Revised: May 3, 1989, and recorded with Essex North District Registry of Deeds as Plan Number 11630.

On petition of Arthur E. Fosse and others.

Article 22 was WITHDRAWN.

NOT LAID OUT

ARTICLE 23. To see if the Town will vote to accept and name as a public way, Yardley Road, as shown on a plan approved by the Andover Planning Board, as shown on a plan entitled "Definitive Plan of Belmont Park in Andover, Mass." dated June 8, 1973 and recorded with Essex North District Registry of Deeds as Plan Number 6985.

On petition of Arthur E. Fosse and others.

Article 23 was WITHDRAWN.

NOT LAID OUT

ARTICLE 24. To petition the Andover Town Meeting to accept as a public way Kalia Circle as shown on a plan entitled "Street Layout and Acceptance Plan -Kalia Circle", Andover, Massachusetts, dated December 17, 1990. Said plan is on file with the Planning Board.

On petition of Linda A. O'Connell and others.

A report by the Andover Planning Board was read by John O'Brien.

Upon motion made and duly seconded it was VOTED that Article 24 be approved as printed in the Warrant.

ARTICLE 25. To see if the Town will vote to accept and name as a public way, Pole Hill Drive, as shown on a plan entitled "Definitive Plan of Waterford Place, Subdivision Plan of land in Andover, MA, of Pole Hill Drive, dated April 7, 1982, which Plan is recorded at the Essex North Registry of Deeds as Plan 8906.

On petition of Reginald L. Marden and others.

A report by the Andover Planning Board was read by John O'Brien.

Upon motion made and duly seconded it was VOTED that Article 25 be approved as printed in the Warrant.

ARTICLE 26. To see if the Town will vote to accept and name as a public way, Hearthstone Place, as shown on a plan which was approved by the Planning Board, said way being shown on a plan of land entitled "Definitive Plan of Hearthstone Village, Subdivision Plan of Land in Andover, Mass. of Hearthstone Place." Said plan being recorded with the Essex North Registry of Deeds as Plan No. 10807.

On petition of Reginald L. Marden and others.

Article 26 was WITHDRAWN.

NOT LAID OUT

ARTICLE 27. To see if the Town will vote to accept and name as a public way, Keystone Way, as shown on a plan which was approved by the Planning Board, said way being shown on a plan of land entitled "Definitive Plan of Hearthstone Village, Subdivision Plan of Land in Andover, Mass. of Keystone Way." Said plan being recorded with the Essex North Registry of Deeds as Plan No. 11021.

On petition of Reginald L. Marden and others.

Article 27 was WITHDRAWN.

NOT LAID OUT

ARTICLE 28. To see if the Town will vote to accept and name as a public way, Zambom Terrace, as shown on a plan which was approved by the Planning Board, said way being shown on a plan of land entitled "Zambom Terrace, a Residential Subdivision in Andover, Mass., Owner and Applicant: Zaida Zambom, 221 Haggetts Pond Road, Andover, Massachusetts, Date: Dec. 1987, Engineers and Consultants: DiPrete-Marchionda & Assoc., Inc., 80 Maple Street, Stoneham, MA 02180," said plan recorded in the Essex North District Registry of Deeds as Plan No. 11229.

On petition of Peter J. Caruso and others.

A report by the Andover Planning Board was made by John O'Brien.

Upon motion made and duly seconded it was VOTED that Article 28 be approved as printed in the Warrant.

ARTICLE 29. To see if the Town will vote to accept as a public way and name Powers Road as approved by the Planning Board and laid out by the Board of Selectmen as shown on a plan entitled: "Definitive Plan of Mill Dam Estates Subdivision Plan of Land in Andover, Mass." Dated October 21, 1985, and revised December 2, 1985, and January 15, 1986, prepared by Dana F. Perkins and Associates, Inc., which Plan is recorded with the North District of Essex Registry of Deeds as Plan No. 10577.

On petition of Andrew A. Caffrey and others.

A report by the Andover Planning Board was read by John O'Brien.

Upon motion made and duly seconded it was VOTED that Article 29 be approved as printed in the Warrant.

ARTICLE 30. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing, or by any combination of the foregoing and appropriate the sum of \$126,500 for the purpose of constructing a new bituminous concrete sidewalk with new granite curb on the northerly side of Shawsheen Road from the High School entrance to Lowell Street.

Article 30 was WITHDRAWN.

ARTICLE 31. To hear and discuss the Planning Board's status report of the overdue update of the 1965 Master Plan, as required by the vote of the 1988 Annual Town Meeting (Article 71).

On petition of Margaret R. Cronin and others.

A motion was made by Margaret R. Cronin that the Town hear and discuss the Planning Board's status report of the overdue update of the 1965 Master Plan, as required by the vote of the 1988 Annual Town Meeting (Article 71).

A status report by the Andover Planning Board was read by Susan G. Stott.

NO VOTE REQUIRED.

ARTICLE 32. To see if the Town of Andover will vote to raise and appropriate the sum of \$15,000.00 for the construction of a bituminous concrete sidewalk on the northerly side of High Plain Road from existing sidewalk on Spencer Court to existing sidewalk leading into West Elementary School.

On petition of Steven F. Neri and others.

A report by the Andover Planning Board was read by Susan Stott.

A report by the Andover Finance Committee was read by Peter Volpe.

Article 32 was DEFEATED by a majority vote.

ARTICLE 33. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing, or by any combination of the foregoing and appropriate the sum of \$144,000.00 for the purpose of constructing a new bituminous concrete sidewalk with new granite curb on Beacon Street along the easterly side from Lowell Street to High Plain Road and along the westerly side from High Plain Road to Chandler Road.

Article 33 was WITHDRAWN.

ARTICLE 34. To see if the Town will vote to raise by taxation and appropriate a sum not to exceed \$4,000.00 for the first year's operation, and to require that, henceforth, all regular and special meetings of the Board of Selectmen of the Town of Andover shall be recorded officially in their entirety by means of a tape recorder or by other means of sonic reproduction, from the resulting recording of which copies and transcripts shall be made available to the public at no greater than actual cost.

On petition of John Doyle and others.

A motion was made and duly seconded to approve Article 34 as printed in the Warrant.

Article 34 was DEFEATED by a majority vote.

A request was made for a standing vote.

Article 34 was DEFEATED.

YES - 161 NO - 229

ARTICLE 35. To see if the Town will vote to authorize the Board of Selectmen to acquire by purchase or gift or to take by eminent domain for highway purposes a 2,406 square foot parcel of land at the northwest corner of Haggetts Pond Road and Lowell Street, marked Parcel "A" on Plan No. 11776 recorded at Essex North District Deeds, more particularly described as follows, bounded

Northeasterly by Haggetts Pond Road One Hundred Fifty and 48/100 (150.48) feet; and,

Southerly by Lowell Street Seventy-seven and 31/100 (77.31) feet; and,

Westerly by Parcel "B" shown on said Plan No. 11776 on three courses one hundred forty-two and 4/100 (142.04) feet.

A report by the Andover Planning Board was read by John O'Brien.

Upon motion made and duly seconded it was VOTED that Article 35 be approved as printed in the Warrant.

THE VOTE UNANIMOUS More than the 2/3 required.

ARTICLE 36. To see if the Town will vote to require that, henceforth, the Selectmen shall provide each voter of the Town of Andover with an official copy of the Warrant for any annual or special Town Meeting, to be used for the conduct of the business of such Town Meeting, and stating the time and place of holding the meeting and the subjects to be acted upon thereat, in compliance with Massachusetts General Laws, Chapter 39, Section 10; such document to be devoid of editorial comment, recommendations and statements of approval or disapproval of any kind.

On petition of John Doyle and others.

Article 36 was DEFEATED by a majority vote.

ARTICLE 37. To see if the Town will vote to amend the Town Bylaws by adding the following:

CAPITAL IMPROVEMENT PROGRAM

A. Preparation and Submission

The Town Manager annually shall prepare with the assistance of the Town Planning Board a five-year capital improvement program. At the request of the Town Manager, all Town boards, committees, commissions, and other agencies of the Town shall submit to the Manager in such form and according to such schedule of time as the Manager may require, detailed statements of capital improvements requested for their respective boards, committees, commissions, and agencies during the next five fiscal years. The Manager shall submit the five-year capital improvement program to the Board of Selectmen at least three months prior to the final date for submission of the annual budget as prescribed by Town Bylaw. Concurrently, copies of the capital improvement program shall also be transmitted to the Finance Committee and School Committee. The capital improvement program shall include:

1. A clear general summary of its contents;
2. A list of all capital improvements which are proposed to be undertaken during the five fiscal years ensuing, with appropriate supporting information as to the necessity for such improvements;
3. Cost estimates, method of financing and recommended time schedules for each such improvement; and,
4. The estimated annual cost of operating and maintaining any facilities to be constructed or acquired.

Article 37 Cont.

The above information may be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

B. Action on Capital Improvement Program

1. Notice and Hearing. The Board of Selectmen shall cause to be published in one or more newspapers of general circulation in the Town the general summary of the capital improvement program and a notice stating: (a) the times and places where copies of the capital improvement program are available for inspection; and (b) the time and place, not less than two weeks after such publication, for a public hearing on the capital improvement program.

2. After the public hearing but at least ten days before adoption of the capital improvement program, the Board of Selectmen shall meet and confer with the Finance Committee concerning the program.

3. Adoption. The Board of Selectmen by resolution shall adopt the capital improvement program with or without amendment after the public hearing and after conferring with the Finance Committee, at least one month before the required date for submission of the annual budget by the Town Manager.

On petition of Richard J. Bowen and others.

A report by the Andover Planning Board was read by Hooks Johnston.

A report by the Andover Finance Committee was read by Donald Robb.

Upon motion made and duly seconded it was VOTED that Article 37 be approved as printed in the Warrant and that the Town Clerk be allowed to assign the proposed by-law its proper number.

ARTICLE 38. To authorize the Board of Selectmen to take by eminent domain the fee in the streets known as Doric Way, Odyssey Way, Nicoll Drive, Laconia Drive, Messinia Drive, Sparta Way, and Acropolis Circle, all as shown on a plan entitled Olympic Village dated October 23, 1980, prepared by Dana F. Perkins & Assoc., Inc. and recorded at the North Essex Registry of Deeds as plan number 8556, together with utility and drainage easements shown on said plan, and for the purpose of acquiring these streets as public ways for the Town.

A report by the Andover Planning Board was read by Hooks Johnston.

Upon motion made and duly seconded it was VOTED that Article 38 be approved as printed in the Warrant.

THE VOTE UNANIMOUS More than the 2/3 required.

ARTICLE 39. To see if the Town will vote to accept Section 90G 3/4 of Chapter 32 of the Massachusetts General Laws which will allow Town employees working beyond the age of 70 to continue to accrue full retirement benefits.

Upon motion made and duly seconded it was VOTED that Article 39 be approved as printed in the Warrant..

ADJOURNED ANNUAL TOWN MEETING - APRIL 2, 1991

ARTICLE 40. To see if the Town will vote to accept Section 90J of Chapter 32 of the Massachusetts General Laws which will authorize the Retirement Board to pay for the required annual physical exam for those Town employees working beyond the age of 70.

Upon motion made and duly seconded it was VOTED that Article 40 be approved as printed in the Warrant.

ARTICLE 41. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing or by any combination of the foregoing and appropriate a sum not to exceed \$280,000.00 for the installation of an eight inch sanitary sewer line in North Street from Webster Street to Joseph Street for approximately 2,000 feet and Greenwood Road from North Street southerly for approximately 1,000 feet. Betterments are to be assessed.

A report by the Andover Planning Board was read by John O'Brien.

A report by the Andover Finance Committee was read by Peter Volpe.

Upon motion made and duly seconded it was VOTED that the sum of \$280,000.00 be hereby appropriated for the installation of an eight-inch sanitary sewer line in North Street from Webster Street to Joseph Street for approximately 2,000 feet and Greenwood Road from North Street southerly for approximately 1,000 feet; that to raise this appropriation the Treasurer, with the approval of the Selectmen, is authorized to borrow not exceeding \$280,000.00 under and pursuant to Chapter 44, Section 7(1) of the Massachusetts General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes of the Town therefor; and that betterments shall be assessed in connection with the project.

The VOTE YES - 289 NO - 97 More than the 2/3 required.

ARTICLE 42. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing, or by any combination of the foregoing and appropriate the sum of \$450,000.00 for the purpose of laying eight inch or twelve inch water mains in Salem Street from Wethersfield Drive to Jenkins Road, Wagon Wheel Road and Jenkins Road from Salem Street to the North Andover Town line. Betterments are to be assessed.

On petition of John A. Marshall and others.

Upon motion made and duly seconded it was VOTED that the sum of \$450,000.00 be hereby appropriated for the purpose of laying eight inch or twelve inch water mains in Salem Street from Wethersfield Drive to Jenkins Road, and in Wagonwheel Road and Jenkins Road from Salem Street to the North Andover town line; that to raise this appropriation the Treasurer, with the approval of the Selectmen, is authorized to borrow not exceeding \$450,000.00 under and pursuant to Chapter 44, Section 8(5) of the Massachusetts General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes of the Town therefor; and that betterments shall be assessed in connection with this project.

A report by the Andover Planning Board was read by Susan Stott.

A report by the Andover Finance Committee was read by Virginia Keaton.

The VOTE More than 2/3 required.
YES - 15 NO - The petitioner waived the count.

Article 42 was DEFEATED.

ARTICLE 43. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing, or by any combination of the foregoing and appropriate a sum not to exceed \$325,000 for the purpose of installing storm drains; and to authorize the Board of Selectmen to acquire the necessary drainage easements by gift, by purchase or by seizure by right of eminent domain.

A report by the Andover Planning Board was read by Hooks Johnston.

A report by the Andover Finance Committee was read by Peter Volpe.

Upon motion made and duly seconded it was VOTED that the sum of \$325,000.00 be hereby appropriated for the purpose of installing storm drains, including the cost of drainage easements and other expenses incidental and related thereto; that to raise this appropriation the Treasurer, with the approval of the Selectmen, is authorized to borrow not exceeding \$325,000.00 under and pursuant to Chapter 44, Section 7(1) of the Massachusetts General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Board of Selectmen is authorized to acquire the necessary drainage easements by gift, by purchase or by seizures by right of eminent domain.

The VOTE YES - 346 NO - 31 More than 2/3 required.

ARTICLE 44. To see if the Town will amend the Town Bylaws, Article X, to adopt The Commonwealth of Massachusetts Board of Fire Prevention Regulations [527 CMR]; Massachusetts General Law Chapter 148; and The Massachusetts State Building Code [780 CMR] in place of the 1970 edition of the National Fire Code presently in force under that article.

A report by the Andover Planning Board was read by John O'Brien.

Upon motion made and duly seconded it was VOTED that Article 44 be approved as printed in the Warrant.

ARTICLE 45. To see if the Town will vote to amend the Zoning Bylaw, Article VIII of the Town Bylaws as follows or take any action thereto on the above two Sections:

1. By deleting subsection 1V.B.11 in its entirety and substituting the following:

"1V.B.11.	SRA	SRB	SRC	APT	SC	OP	GB	MV	1G	1A	ID
	N	N	N	N	BA	N	Y	Y	Y	N	BA

Establishment for the retail sale of merchandise, or for the sale of such merchandise other than at retail if incidental to the operation of a retail establishment, including processing and/or assembly of merchandise when clearly accessory to the sale of such merchandise on the premises".

Article 45 Cont.

2. By deleting subsection 1V.B.11A in its entirety and substituting the following:

"1V.B.11A	SRA	SRB	SRC	APT	SC	OP	GB	MV	IG	IA	ID
	N	N	N	N	N	N	BA	BA	N	N	BA

Convenience Store, which shall mean commercial establishment whose principal purpose is to serve a variety of day-to-day domestic or personal consumption needs, including but not limited to the sale of all or one of the following items: household goods, cleaning, meat or food products, bakery goods, flowers, newspapers, periodicals, pharmaceuticals, dairy products, and beverages. This does not include the sale of alcoholic beverages. Such establishment:

- (a) not to exceed a usable floor area of 3500 sq. ft. for retail use,
- (b) having extended hours of operation,
- and (c) having a high turnover of customers per hour.

On petition of Ruth W. Hoffman and others.

A motion was made and seconded to AMEND Article 45 by deleting paragraph 1 as proposed in the original Article and to AMEND paragraph 2 to read as follows:

2. By deleting subsection 1V.B.11A in its entirety and substituting the following:

"1V.B.11A.	SRA	SRB	SRC	APT	SC	OP	GB	MV	IG	IA	ID
	N	N	N	N	N	N	BA	BA	N	N	BA

Convenience store, which shall mean commercial establishment whose principal purpose is to serve a variety of day-to-day domestic or personal consumption needs, including but not limited to the sale of all or one of the following items: household goods, meat or food products, bakery goods, flowers, newspapers, periodicals, pharmaceuticals, dairy products, and beverages, which does not include the sale of alcoholic beverages; and a cleaner of clothing establishment. Such establishments (a) not to exceed a usable floor area of 3500 sq. ft. for retail use, (b) having extended hours of operation, and (c) having a high turnover of customers per hour.

A report by the Andover Planning Board was read by Susan Stott.

The motion was WITHDRAWN before a count was taken.

ADJOURNED ANNUAL TOWN MEETING - APRIL 2, 1991

ARTICLE 46. To see if the Town will vote to amend the Town of Andover Code of By-Laws, Article XII, Section 33, Demolition of Historically Significant Buildings and Structures, as follows:

By adding to Subsection 6, Non-Compliance, the following:

"Anyone who demolishes/removes a building or structure identified in Section Three (3) without first obtaining, and complying fully with, the provisions of a demolition permit in accordance with the provisions of this bylaw shall be subject to a fine of not more than \$300.00."

Upon motion made and duly seconded it was VOTED that Article 46 be approved as printed in the Warrant.

ARTICLE 47. To see if the Town will vote to establish a WATER CONSERVATION COMMITTEE composed of seven members to be appointed by the Town Manager, said committee to prepare and to assist in the implementation of, a long-term town water conservation program by the 1993 Annual Town Meeting; and to raise by taxation, by transfer from available funds or any combination of the foregoing and appropriate the sum of \$1,000.00 to meet the ordinary expenses of the committee; or take any other action relating thereto.

On petition of Richard J. Bowen and others.

A report by the Andover Planning Board was read by John O'Brien.

Upon motion made and duly seconded it was VOTED that the Town vote to establish a WATER CONSERVATION COMMITTEE composed of seven members to be appointed by the Town Manager, said committee to prepare and to assist in the implementation of, a long-term town water conservation program by the 1993 Annual Town Meeting; and to raise by taxation, by transfer from available funds or any combination of the foregoing and appropriate the sum of \$1,000.00 from available funds.

Article 47 was APPROVED by a majority vote.

ARTICLE 48. To see whether or not the Town will vote to accept the provisions of Chapter 291 of the Acts of 1990, thereby allowing the Town to receive enhanced 911 service as defined in said Act and, if acceptance and notification to the Secretary of the Commonwealth of said acceptance occur on or before December 11, 1991, the Town will also receive, at no cost to it, the benefits of enhanced 911 network features and network components, including at least one public safety answering point, and any other enhanced 911 network features that may be made available by the statewide emergency telecommunications board.

A report by the Andover Finance Committee was read by Donald Schroeder.

Upon motion made and duly seconded it was VOTED that Article 48 be approved as printed in the Warrant.

ADJOURNED ANNUAL TOWN MEETING - APRIL 2, 1991

ARTICLE 49. To see if the Town will vote to amend the Andover Zoning Bylaw in Section III District Boundaries (and make the appropriate changes in the Zoning Map of Andover, Massachusetts) to extend the Industrial D (ID) District by changing from Single Residence C (SRC) to Industrial D (ID) certain parcels of land situated on Osgood Street and Frontage Road and being shown as Lots 30A, 30B, and 30T, on Town of Andover Assessors' Map 179.

On petition of Richard G. Asoian and others.

A report by the Andover Planning Board was read by Hooks Johnston.

The VOTE	More than the 2/3 required
YES - 187	NO - 180

Article 49 was DEFEATED.

ARTICLE 50. To see if the Town will vote to modify the Sewer Master Plan to include parcels of land designated on Assessors' Maps as Parcels 11, 15, and 15A on Map 156, Parcel 2 on Map 157.

On petition of Andrew A. Caffrey and others.

Article 50 was WITHDRAWN.

Upon motion made by Town Counsel Daniels and duly seconded it was VOTED to dissolve the 1991 Annual Town Meeting at 11:18 P.M.

A T T E S T



Randall L. Hanson
Town Clerk

SPECIAL TOWN ELECTION - MAY 6, 1991

Agreeably to a Warrant signed by the Selectmen on April 2, 1991 the Inhabitants of said Town who are qualified to vote in Elections and Town Affairs met and assembled at the designated polling place. All eight precincts: Precinct One, Precinct Two, Precinct Three, Precinct Four, Precinct Five, Precinct Six, Precinct Seven, Precinct Eight, are to vote at the Dunn Gymnasium, Andover High School, Shawsheen Road, in said Andover, on

MONDAY, THE SIXTH DAY OF MAY, 1991,

at eight o'clock A.M. to eight o'clock P.M. to act upon the following Question:

QUESTION 1. OVERRIDE QUESTION: ANDOVER SCHOOL DEPARTMENT

Shall the Town of Andover be allowed to assess an additional \$1,500,000.00 in Real Estate and Personal Property Taxes for the purposes of adding to the operating budget of the Andover Public Schools \$1,403,349.00 for Personal Services and \$96,651.00 for Other Expenses for the fiscal year beginning July first, nineteen hundred and nintey-one?

Yes _____

No _____

Pursuant to the foregoing Warrant, I, the subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said warrant, by posting a true and attested copy of the same on the Town Hall, on each schoolhouse, and in no less than five other public places where bills and notices are usually posted. Said Warrants have been posted and published fourteen days.

John F. Manning
Constable

The ballot boxes were found to be empty and registered 0000. The polls were opened at eight o'clock A.M. and closed at eight o'clock P.M. The total number of ballots cast was 8,154, viz:

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>QUESTION 1.</u>	
274	279	327	323	429	369	465	360	YES	2826
580	651	622	741	691	699	627	700	NO	5311
5	2	3	1	-	-	1	5	BLANKS	17

A true record,

A T T E S T

Randall L. Hanson
Randall L. Hanson
Town Clerk

SPECIAL TOWN MEETING - SEPTEMBER 30, 1991

WARRANT ART. NO.	DESCRIPTION	ACTION TAKEN	APPR. BY ATTY. GEN.
1.	FY 92 Budget Reductions	Approved	
2.	Sewer Budget Reduction	Approved	
3.	Library Sunday Openings	Approved	
4.	Teacher Salary Deferral	Withdrawn	
5.	Zoning Bylaw Amendment - Yard Sales/Garage Sales	Approved Amended	December 3, 1991
6.	Street Acceptance - Rogers Brook East	Approved	
7.	Lowell Street Sidewalk	Withdrawn	
8.	Lincoln Street Sidewalk	Defeated	
9.	Zoning Bylaw Amendment - Mausoleums	Withdrawn	
10.	Zoning Bylaw Amendment - Unregistered Vehicles	Defeated	

SPECIAL TOWN MEETING - SEPTEMBER 30, 1991

Agreeably to a Warrant signed by the Selectmen, September 11, 1991, the Inhabitants of said Town who are qualified to vote in Town Affairs to meet and assemble at the J. Everett Collins Center for the Performing Arts on Shawsheen Road, in said Andover,

MONDAY, THE THIRTIETH DAY OF SEPTEMBER, 1991,

at 7:00 o'clock, P.M., to act upon the following articles:

Pursuant to the foregoing Warrant, I, the subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said warrant, by posting a true and attested copy of the same on the Town Hall, on each schoolhouse, and in no less than five other public places where bills and notices are usually posted and by publication in the Andover TOWNSMAN. Said warrants have been posted and published fourteen days.

John F. Manning
Constable

The checklists were used at the entrance and showed 617 voters admitted to the meeting.

The meeting was called to order by James D. Doherty, Moderator, at 7:10 p.m.

The opening prayer was offered by Rev. Dr. Calvin F. Muti of South Church, Andover Massachusetts.

A salute to the flag was led by Selectman Gerald H. Silverman.

Unanimous consent was voted to admit 15 non-voters to the meeting.

The Moderator announced there would be no smoking or food in the Collins Center.

Upon motion made and duly seconded it was VOTED to dispense with the reading of the Warrant and return of service of the Constable.

Upon motion made and duly seconded, it was VOTED that the Moderator refer to the article by number and subject matter.

ARTICLE 1. To see if the Town will vote to amend Article 4 as voted at the April 1, 1991, Annual Town Meeting, which made appropriations for the Fiscal Year beginning July 1, 1991, and ending June 30, 1992.

A report by the Finance Committee was made by Donald Robb.

Upon Motion made and duly seconded it was VOTED by a majority vote to amend Article 4 as voted at the April 1, 1991 Annual Town Meeting, which made appropriations for the Fiscal Year beginning July 1, 1991 and ending June 30, 1992 by reducing the sum of \$670,000.00 from the following line items:

Line 4	Municipal Maintenance - Other Expenses	\$200,000
Line 8	Public Works - Other Expenses	78,000
Line 14	Andover Public Schools - Other Expenses	117,000
Line 16	Debt Service - Interest	121,000
Line 19	Insurance Expense	79,000
Line 20	Unemployment	40,000
Line 25	Retirement Fund	35,000
		<u>\$670,000</u>

SPECIAL TOWN MEETING - SEPTEMBER 30, 1991

ARTICLE 2. To see if the Town will vote to reduce a sum of \$130,874.00 from Fiscal Year 1992 Public Works - Other Expenses appropriation, said sum representing a reduction in the Greater Lawrence Sanitary District assessment to the Town of Andover.

A report by the Finance Committee was made by Donald Robb.

Upon motion made and duly seconded it was VOTED by a majority vote to reduce a sum of \$130,874.00 from Fiscal Year 1992 Public Works Other Expenses appropriation, said sum representing a reduction in the Greater Lawrence Sanitary District assessment to the Town of Andover.

ARTICLE 3. To see if the Town will vote to transfer a sum of \$14,500.00 from Fiscal Year 1992 Library - Other Expenses appropriation and appropriate to Fiscal Year 1992 Library - Personal Services.

A report by the Finance Committee was made by Joanne Marden.

Upon motion made and duly seconded it was VOTED by a majority vote to transfer a sum of \$14,500.00 from Fiscal Year 1992 Library - Other Expenses appropriation and appropriate to the fiscal year 1992 Library - Personal Services.

ARTICLE 4. To see if the Town of Andover will vote to reject the provisions of Section 231 of the Acts of 1991 and of the fifth sentence of Section 40 of Chapter 71 as amended by the Section 230 of the Acts of 1991.

ARTICLE 4 was WITHDRAWN

ARTICLE 5. To see if the Town will vote to amend the Zoning Bylaw, Article VIII of the Town Bylaws, as follows:

- (1) By adding the following subsection 52 to Section IV.B., Table of Use Regulations:

"52. Temporary uses clearly accessory and incidental to the permitted residential use, including, but not limited to yard sales, garage sales, barn sales, estate sales, craft sales and like activities, subject to the provisions of Section VI.S. of this Bylaw. Activities which do not conform to the provisions of Section VI.S. may be permitted by the Zoning Board of Appeals by Special Permit per Section VIII.C.3.

SRA	SRB	SRC	APT	SC	OP	GB	MU	IG	IA	IG
Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y"

and,

- (2) By adding the following Section VI.S.:

"VI.S. Yard sales, estate sales, garage sales, craft sales and barn sales: The temporary use of residential premises for sale of second-hand articles, antiques, crafts and other items of like character generally found or produced in a residential dwelling may be permitted subject to a permit granted by the Inspector of Buildings. To ensure that such events are in keeping with the residential nature of the surrounding neighborhood, the following provisions shall apply:

a. A permit shall be issued by the Inspector of Buildings for up to two consecutive days only and shall be limited to two permits per calendar year for any given premises. The application for a permit shall be made no less than seven (7) calendar days prior to the date of the event. Said permit shall be available on the premises during the term of the sale.

SPECIAL TOWN MEETING - SEPTEMBER 30, 1991

b. The Inspector of Buildings shall notify the Andover Police Department of the location of such activities in the event that parking, traffic, and pedestrian safety become a public safety concern."

A report by the Planning Board was given by John O'Brien.

Upon motion made and duly seconded it was VOTED to strike Article 5 as it appears in the Warrant and substitute therefore the following:

"52. The temporary use of residential premises for sale of crafts subject to a permit issued by the Inspector of Buildings for up to two consecutive days only and limited to two permits per calendar year for any given premises.

SRA	SRB	SRC	APT	SC	OP	GB	MU	IG	IA	ID
Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y"

The VOTE was UNANIMOUS - MORE THAN 2/3 VOTE REQUIRED.

ARTICLE 6. To see if the Town will vote to take by eminent domain and name as a public way, Rogers Brook East, completed by the Town after bond default and as shown on a plan which was approved by the Andover Planning Board on 8/14/79, said way being shown on a plan entitled "Subdivision & Acceptance Plan Rogers Brook Andover, MA., Scale 1" = 40', May, 1978", prepared by Merrimack Engineering Service and shown on Plan #8170 recorded in the Essex North District Registry of Deeds.

A report from the Planning Board was made by Hooks Johnston, Jr..

Upon motion made and duly seconded it was VOTED to approve Article 6 as printed in the Warrant

The VOTE was UNANIMOUS - MORE THAN 2/3 VOTE REQUIRED

ARTICLE 7. To see if the Town of Andover will vote to raise by taxation, by transfer from available funds, by borrowing, or by any combination of the foregoing and appropriate the sum of \$192,000.00 for the purpose of constructing a new bituminous concrete sidewalk with new granite curb on Lowell Street along the southerly side from Main Street to Shawsheen Road.

On petition of Christine M. Munger and others.

ARTICLE 7 was WITHDRAWN

ARTICLE 8. To see if the Town of Andover will vote to raise by taxation, by transfer from available funds, by borrowing, or by any combination of the foregoing and appropriate the sum of \$64,000.00 for the purpose of constructing a new bituminous concrete sidewalk with new granite curb on Lincoln Street along the easterly side from Lowell Street to Shawsheen Road.

On petition of Christine M. Munger and others.

A report from the Planning Board was made by John O'Brien.

ARTICLE 8 was DEFEATED MORE THAN 2/3 VOTE IS REQUIRED

VOTE: ARTICLE 8 was withdrawn by the petitioner when it was clear that a 2/3 vote was lost.

SPECIAL TOWN MEETING - SEPTEMBER 30 1991

ARTICLE 9. To see if the Town will vote to amend the Zoning Bylaw, Article VIII of the Town Bylaws, as follows:

- (1) By adding the following term and definition to Section II:

MAUSOLEUM - A large tomb, usually a stone building which may feature an interior chapel, constructed in a cemetery, for the interment of the dead, above-ground.

- (2) By adding the following subsection 35(A) to Section IV.B., Table of Use Regulations:

SRA	SRB	SRC	APT	SC	OP	GB	MU	IG	IA	ID
BA	BA	BA	N	N	N	BA	N	N	N	N

On petition of Clifford J. Jurdi and others.

ARTICLE 9 was WITHDRAWN

ARTICLE 10. To see if the Town will vote to amend the Zoning Bylaw, Section IV of the Town Zoning Bylaw, as follows:

By adding, Accessory Uses Subsection "36A".

Section IV.

Accessory Uses:

	Residence					Business				Industrial	
36A.	SRA	SRB	SRC	APT	SC	OP	GB	MU	IG	IA	ID
	Y	Y	Y	Y	N	N	N	N	N	N	N

- 36A. Not more than one (1) unregistered motor vehicle per residential lot. This section shall not apply to agricultural vehicles in use on an operating farm.

On petition of Dennis A. Taves and others.

A report by the Planning Board was given by Susan Stott.

Article 10 was moved as printed in the Warrant.

An amendment was offered "to delete the following from the Zoning By-law, IV. B. 29. (f) in its entirety: The one unregistered or non working motor vehicle permitted shall be stored so that it is not visible from any way or from any residential property which abuts the lot on which the motor vehicle is stored."

The amendment was disallowed by the Moderator on advise from Town Counsel as being an improper amendment as it was out of the scope of the original warrant article.

SPECIAL TOWN MEETING - SEPTEMBER 30, 1991

Upon motion made and duly seconded it was VOTED to amend Article 10 by adding the words "but roadworthy" between the words "unregistered motor vehicle".

VOTE: YES: 244 NO: 224 PASSED BY A MAJORITY VOTE

ARTICLE 10 AS AMENDED WAS DEFEATED

VOTE: YES: 257 NO: 233 MORE THAN 2/3 VOTE REQUIRED

Upon motion made by Town Counsel Urbellis and duly seconded it was VOTED to dissolve the September 30, 1991 Special Town Meeting AT 8:55 P.M..

A T T E S T

Randall L. Hanson

Randall L. Hanson
Town Clerk

BORROWING CAPACITY OF THE TOWN
12-31-91

STATE EQUALIZED VALUATION	3,436,701,000.00
BORROWING CAPACITY 5%	171,835,050.00

TOWN DEBT 12-31-91	20,015,000.00
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OUTSIDE THE DEBT LIMIT

1975-WEST ANDOVER SEWER	460,000.00	
1976-WATER	180,000.00	
1982-SCHOOLS	1,300,000.00	
1984-WATER	600,000.00	
1986-WATER	3,350,000.00	
1987-WATER	140,000.00	
1988-WATER TREATMENT PLANT	1,200,000.00	
1989-WATER TREATMENT PLANT	4,097,500.00	
1990-WATER TREATMENT PLANT	925,750.00	
		12,253,250.00

DEBT INSIDE DEBT LIMIT

1976-CONSERVATION LAND	160,000.00	
1984-PARKING FACILITY	250,000.00	
1984-TOWN HALL	225,000.00	
1986-SEWER	3,220,000.00	
1986-RIVER ROAD	575,000.00	
1986-LAND ACQUISITION	350,000.00	
1987-SEWER	175,000.00	
1988-SCHOOL COMPUTERS	0.00	
1989-SCHOOL COMPUTERS	187,500.00	
1989-LAND ACQUISITION	268,000.00	
1989-SEWER	272,000.00	
1990-SEWER	854,650.00	
1990-LAND ACQUISITION	763,500.00	
1990-SCHOOL COMPUTERS	150,000.00	
1990-HIGH SCHOOL ROOF	311,100.00	

7,761,750.00

BORROWING CAPACITY

164,070,300.00

LEASES

TOTAL DEBT

1984-TOWN HALL	150,450.00		
1985-TOWN HALL	1,910,000.00	DEBT	20,015,000.00
1987-LIBRARY	540,000.00	LEASES	8,930,450.00
1990-TOWN HALL	2,490,000.00	VOTED NOT	6,161,837.00
1990-LIBRARY	3,840,000.00	BONDED	
	8,930,450.00	TOTAL	35,107,287.00

TOWN OF ANDOVER, MASSACHUSETTS
REVENUE
FOR THE FISCAL YEAR ENDING JUNE 30, 1991
GROUP I
INCLUDED IN ASSESSOR'S ESTIMATES

1991
ACTUAL REVENUE

DISTRIBUTIONS AND REIMBURSEMENTS FROM STATE	4,490,521.19
MOTOR VEHICLE & TRAILER EXCISE TAXES	2,216,050.31
HOTEL/MOTEL TAX	517,135.00
LICENSES	139,177.02
FINES	304,080.25
SPECIAL ASSESSMENTS	86,104.01
GENERAL GOVERNMENT	87,136.40
PROTECTION OF PERSONS & PROPERTY	553,867.00
HEALTH AND SANITATION	82,562.94
SCHOOL	9,995.14
RECREATION	307,731.76
PUBLIC SERVICE ENTERPRISE	4,312,322.28
CEMETERIES	13,020.00
LIBRARIES	112,904.03
INTEREST	483,649.40

13,716,256.73
=====

GROUP II
OTHER ESTIMATED RECEIPTS

TAX TITLE REDEMPTIONS	36,614.64
TAX TITLE COSTS	21.90
RESTITUTION OF DAMAGES	60.00
BID DEPOSITS	290.00
RENTAL OF TOWN PROPERTY	54,343.06
DEPARTMENTAL REIMBURSEMENTS	1,517,196.18
IN LIEU OF TAXES	2,016.00
SALE OF SURPLUS EQUIPMENT	299.12
MISCELLANEOUS ESTIMATED RECEIPTS	71,556.85
PETTY CASH	1,475.00
STATE REIMBURSEMENT	3,180.00
FEDERAL REIMBURSEMENT	12,505.00

1,699,557.75
=====

TOWN OF ANDOVER, MASSACHUSETTS
REVENUE
FOR THE FISCAL YEAR ENDING JUNE 30, 1991
GROUP III
AGENCY AND REVENUE ACCOUNTS

		1991 ACTUAL REVENUE
PERSONAL PROPERTY TAXES		670,780.95
REAL ESTATE TAXES		37,968,864.94
TRUST FUND		664,000.71
MATURITIES OF INVESTMENTS		18,734,255.26
PAYROLL DEDUCTIONS		7,187,229.95
TAILINGS		18,520.60
FEDERAL REVENUE SHARING		
ENTITLEMENTS		
INVESTMENT INCOME	0.00	0.00
SEWER RATES		2,341,448.06
SCHOOL LUNCH PROGRAM-ELDERLY	8,722.61	
SCHOOL LUNCH PROGRAM-STATE	112,970.15	121,692.76
SCHOOL AID		423,327.83
TOWN GRANTS		528,953.77
DOG LICENSES TO COUNTY	6,920.00	
SALE OF DOGS	42.00	
FISHING LICENSES TO STATE	12,772.75	
WETLAND FEES	0.00	
OFF STREET PARKING METERS	66,789.45	
SCHOOL LUNCH PROGRAM	514,720.97	
ATHLETIC PROGRAM	50,264.63	
MUSIC DEPARTMENT USER FEES	3,746.40	
CEMETERY PERPETUAL CARES	27,145.00	
CEMETERY SALE OF LOTS	13,585.00	
CEMETERY FLOWER FUNDS	1,570.30	
COUNCIL ON AGING REVOLVING	125,949.50	823,506.00
POLICE OFF DUTY DETAILS	422,453.35	
FIRE OFF DUTY DETAILS	4,066.50	
SALE OF TRASH BAGS	0.00	
GUARANTEE DEPOSITS	30,000.00	
MEALS TAXES	1,361.96	457,881.81
INSURANCE CLAIM REFUNDS	5,669.79	
CH 71 SEC 71E CUSTODIAL	33,460.16	
BOND ANTICIPATION NOTES	704,000.00	
TEMPORARY LOAN-FED AID	1,834,000.00	
BOND ISSUE PROCEEDS	3,255,000.00	
REVENUE ANTICIPATION LOANS	900,000.00	
ACCRUED INTEREST ON BOND PROCEEDS	7,432.42	
PREMIUM ON BONDING PROCEEDS	93.30	6,739,655.67

		76,680,118.31

GRAND TOTAL		92,095,932.79
		=====

TOWN OF ANDOVER, MASSACHUSETTS
 RECAP OF GENERAL FUND - BUDGET
 FISCAL YEAR ENDING JUNE 30, 1991

	CONTINUED APPROPRIATIONS	APPRO- PRIATIONS	TOTAL RECEIPTS	RESERVE FUND	COMP FUND	TOTAL OTHER ACCOUNTS	TOTAL AVAILABLE	EXPENDED	TRANSFER UNRES FB	RESERVE ENCUMB
GENERAL GOVERNMENT										
Personal Services	0.00	1,953,821.00	152,474.00	53,320.57	0.00	(0.00)	2,159,615.57	2,057,951.18	6,284.31	95,380.08
Other Expenses	49,313.41	879,490.00	118,829.32	5,206.10	0.00	0.00	1,052,638.83	990,883.15	4,311.84	57,443.84
	49,313.41	2,833,311.00	271,103.32	58,526.67	0.00	0.00	3,212,254.40	3,048,834.33	10,596.15	152,823.92
MUNICIPAL MAINTENANCE										
Personal Services	0.00	1,499,271.00	55,297.80	0.00	0.00	27,000.00	1,581,568.80	1,532,262.07	49,306.73	0.00
Other Expenses	358,723.77	1,831,972.00	9,082.12	0.00	0.00	(146,000.00)	2,053,777.89	1,780,181.24	325.52	273,271.13
	358,723.77	3,331,243.00	64,379.92	0.00	0.00	(119,000.00)	3,635,346.69	3,312,443.31	49,632.25	273,271.13
PUBLIC SAFETY										
Personal Services	57,167.66	5,756,125.00	64,355.59	49,726.27	90,000.00	(0.00)	5,987,374.52	5,784,337.51	(0.00)	203,037.01
Other Expenses	8,164.93	450,169.00	80,198.61	59,290.00	0.00	(0.00)	597,822.54	557,482.81	3,653.53	36,686.20
	65,332.59	6,206,294.00	144,554.20	109,016.27	90,000.00	(0.00)	6,585,197.06	6,341,820.32	3,653.53	239,723.21
DEPARTMENT OF PUBLIC WORKS										
Personal Services	0.00	1,672,180.00	0.00	0.00	0.00	0.00	1,672,160.00	1,629,273.56	11,795.40	31,091.04
Other Expenses	431,047.79	4,810,400.00	164.95	7,640.48	0.00	0.00	5,249,253.22	4,356,877.40	311,838.85	580,536.97
	431,047.79	6,482,580.00	164.95	7,640.48	0.00	0.00	6,921,413.22	5,986,150.96	323,634.25	611,628.01
LIBRARY										
Personal Services	0.00	871,241.00	0.00	24,816.58		60,775.00	956,832.58	918,775.65	11,077.14	26,979.79
Other Expenses	10,054.07	349,194.00	0.00	0.00		43,771.00	403,019.07	380,144.45	(0.00)	22,874.62
	10,054.07	1,220,435.00	0.00	24,816.58	0.00	104,546.00	1,359,851.65	1,298,920.10	11,077.14	49,854.41
SCHOOL										
Personal Services	337.95	18,139,703.00	496.73	0.00	0.00	(70,930.73)	18,069,606.95	18,068,519.00	337.95	750.00
Other Expenses	178,973.96	4,332,114.00	27,393.75	0.00	0.00	(228,089.27)	4,310,412.44	4,034,503.82	0.00	275,908.62
GLRVTHS	0.00	88,315.00	0.00	0.00	0.00	0.00	88,315.00	88,315.00	0.00	0.00
	179,311.91	22,560,132.00	27,890.48	0.00	0.00	(299,000.00)	22,468,334.39	22,191,337.82	337.95	276,658.62
UNCLASSIFIED										
Other Expenses	0.00	260,000.00	0.00	(200,000.00)	(60,000.00)	0.00	0.00	0.00	0.00	0.00
	0.00	260,000.00	0.00	(200,000.00)	(60,000.00)	0.00	0.00	0.00	0.00	0.00

TOWN OF ANDOVER, MASSACHUSETTS
 RECAP OF GENERAL FUND - BUDGET
 FISCAL YEAR ENDING JUNE 30, 1991

	CONTINUED APPROPRIATIONS	APPRO- PRIATIONS	TOTAL RECEIPTS	RESERVE FUND	COMP FUND	TOTAL OTHER ACCOUNTS	TOTAL AVAILABLE	EXPENDED	TRANSFER UNRES FB	RESERVE ENCUMB
FIXED EXPENSES										
Debt Service										
Interest	22,126.82	2,864,102.00	0.00	0.00	0.00	(85,000.00)	2,801,228.82	2,721,176.06	80,052.76	0.00
Principal	0.00	3,727,700.00	0.00	0.00	0.00	135,000.00	3,862,700.00	3,862,700.00	0.00	0.00
Stabilization	0.00	60,000.00	0.00	0.00	0.00	0.00	60,000.00	60,000.00	0.00	0.00
Insurance	2,095.00	997,500.00	0.00	0.00	0.00	(120,000.00)	879,595.00	816,701.90	62,893.10	0.00
Health Insurance Fund	0.00	100,000.00	0.00	0.00	0.00	0.00	100,000.00	100,000.00	0.00	0.00
Unemployment Comp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retirement										
Personal Services	0.00	32,573.00	0.00	0.00	0.00	0.00	32,573.00	32,573.00	0.00	0.00
Other Expenses	0.00	16,135.00	0.00	0.00	0.00	0.00	16,135.00	16,135.00	0.00	0.00
Contributory	0.00	1,218,945.00	0.00	0.00	0.00	0.00	1,218,945.00	1,218,945.00	0.00	0.00
Non - Contributory	0.00	78,000.00	10,770.94	0.00	0.00	0.00	88,770.94	81,115.92	7,655.02	0.00
Retirement Fund	0.00	241,834.00	214,000.00	0.00	0.00	0.00	455,834.00	455,834.00	0.00	0.00
Compensation Fund	0.00	2,350,000.00	0.00	0.00	0.00	(80,000.00)	2,270,000.00	2,270,000.00	0.00	0.00
Reserve Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	24,221.82	11,686,789.00	224,770.94	0.00	0.00	(150,000.00)	11,785,781.76	11,635,180.88	150,600.88	0.00
	1,118,005.36	54,580,764.00	732,863.81	0.00	0.00	(463,454.00)	55,968,179.17	53,814,687.72	549,532.15	1,603,959.30

TOWN OF ANDOVER, MASSACHUSETTS
DETAIL OF SPECIAL ARTICLES
FISCAL YEAR ENDED JUNE 30, 1991

ARTICLE NUMBER	ARTICLE TITLE	CONTINUED APPROPRIATION	APPROP	TRANSFERS WITHIN GENERAL FUND		TRANS FROM OTHER	TOTAL AVAILABLE	EXPENDED	TRANSFER TO UNRESERVED F/B	CONTINUED APPROPRIATION	
				CASH RECEIPTS	BONDING						
PUBLIC SAFETY											
ART 28, 1984	POLICE COMMUNICATIONS	5,608.82					5,608.82			5,608.82	
ART 18, 1988	PUR/REP FIRE APPARATUS	60.00					60.00			60.00	
ART 21, 3750	PUBLIC SAFETY STUDY	20,000.00					20,000.00			20,000.00	
TOTAL PUBLIC SAFETY			0.00	0.00	0.00	0.00	25,668.82	0.00	0.00	25,668.82	
PUBLIC WORKS											
ART 45, 1983	SPRING GROVE CEMETERY	6,418.12					6,418.12	6,418.12		0.00	
ART 47, 1976	LAND PURCHASES	42,509.21				(42,509.21)	0.00			0.00	
ART 47, 1979	STORM DRAINS	287.67					287.67	176.00		111.67	
ART 42, 1981	CH 90 ANDOVER STREET	1,770.46					1,770.46	1,495.66		274.80	
ART 44, 1987	ELM SQUARE TRAFFIC SIGNAL	30,000.00					30,000.00	5,800.00		24,200.00	
ART 48, 1978	DPW FACILITIES	12,435.10					12,435.10	11,875.10		560.00	
ART 20, 1982	CH 90	108.10					108.10			108.10	
ART 30, 1985	SHAW ST LIGHTS	11,124.50					11,124.50	11,077.25		47.25	
ART 21, 1989	HAGGERTS TRAFFIC LIGHTS	65,655.56					65,655.56	48,112.80		17,542.76	
ART 22, 1988	ROAD MASTER PLAN	16,205.00					16,205.00	15,992.20		212.80	
ART 23, 1988	WOBURN STREET	4,274.03					4,274.03			4,274.03	
ART 30, 1989	SIDEWALK CLARK ROAD	4,843.76					4,843.76	38.13		4,805.63	
ART 44, 1990	CLARK ROAD SIDEWALK	35,000.00					35,000.00	22,901.41		12,098.59	
ART 75, 1990	HIGH/HAVERHILL TRAFFIC	27,000.00					27,000.00			27,000.00	
ART 17, 1991	CONSERVATION (WETLAND FEES)		12,210.00				12,210.00	12,210.00		0.00	
TOTAL PUBLIC WORKS			257,631.51	12,210.00	0.00	(42,509.21)	227,332.30	136,096.67	0.00	91,235.63	
SCHOOL											
ART 24, 1988	SCHOOL MASTER PLAN	0.01					0.01			0.01	
ART 28, 1980	SCHOOL REP/IMPROVEMENT	6,982.69					6,982.69	6,982.69		(0.00)	
TOTAL SCHOOL			6,982.70	0.00	0.00	0.00	6,982.70	6,982.69	0.00	0.01	
PUBLIC SERVICES											
ART 17, 1978	FISH BROOK IMPROVE	2,648.13					2,648.13			2,648.13	
ART 52, 1983	WATER MAIN INT	53,433.58					53,433.58	21,889.92		31,543.66	
ART 22, 1984	WATER TREAT PLANT PLANS	19.62					19.62			19.62	
ART 17, 1983	WEST ANDOVER SEWER	38,954.54					38,954.54			38,954.54	
ART 29, 1989	WATERMAINS	28,240.80					28,240.80	12,592.92		15,647.88	
ART 47, 1991	WATER CONSERVATION		1,000.00				1,000.00			1,000.00	
TOTAL PUBLIC SERVICE			123,296.67	1,000.00	0.00	0.00	124,296.67	34,482.84	0.00	89,813.83	
TOTAL GENERAL FUND			413,579.70	13,210.00	0.00	0.00	(42,509.21)	384,280.49	177,562.20	0.00	206,718.29

TOWN OF ANDOVER, MASSACHUSETTS
DETAIL OF SPECIAL ARTICLES
FISCAL YEAR ENDED JUNE 30, 1991

ARTICLE NUMBER	ARTICLE TITLE	CONTINUED APPROPRIATION	APPROP	TRANSFERS WITHIN GENERAL FUND CASH RECEIPTS	BONDING	TRANS FROM OTHER	TOTAL AVAILABLE	EXPENDED	TRANSFER TO UNRESERVED F/B	CONTINUED APPROPRIATION
CAPITAL PROJECTS										
ART 37, 1987	WATER MAIN	9,863.21			250,000.00		259,863.21	222,058.89		37,804.52
ART 38, 1987	DRAINAGE PROJECT	3,550.37					3,550.37	2,880.81		669.56
ART 21, 1987	CONSERVATION	109,850.31				42,509.21	152,359.52	152,359.52		0.00
ART 17, 1986	RIVER ROAD	1,006.28					1,006.28			1,006.28
ART 21, 1984	RIVERINA ROAD	1,325,563.93					1,325,563.93	28,340.93		1,297,223.00
ART 21, 1984	RIVERINA ROAD	(1,135,857.62)					(1,135,857.62)	42,376.22		(1,178,233.84)
ART 18, 1985	SANITARY SEWER SYSTEM	310,079.24					326,219.24	45,987.98		280,231.26
ART 16, 1985	WOOD HILL STANDPIPE	12,121.33		16,140.00			12,121.33			12,121.33
ART 1A, 1987	TREATMENT PLANT EXP	553,493.94			(800,000.00)		980,370.34	262,225.20		718,145.14
ART 15, 1985	WATER MAIN CONSTRUCTION	4,565.26		1,226,876.40			4,565.26	668.00		3,897.26
ART 26, 1985	SEWER-LOWELL STREET	72,594.71					72,594.71			72,594.71
ART 26, 1988	LAND ACQUISITION STACK	0.00					0.00			0.00
ART 28, 1989	SEWER-WEST PARISH	82,100.15			110,000.00		192,100.15	146,945.04		45,155.11
ART 33, 1989	SEWER - NORTH				26,000.00		26,000.00	25,891.81		108.19
ART 32, 1989	STORM DRAINS				48,000.00		48,000.00	47,012.06		987.94
ART 46, 1990	SIGNAL DASCOMB RD				110,000.00		110,000.00	78,687.83		31,312.37
		1,348,931.11	0.00	1,243,016.40	(256,000.00)	42,509.21	2,378,456.72	1,055,433.89	0.00	1,323,022.83
CAPITAL PROJECTS-SCHOOL										
ART 60, 1978	SCHOOL PLANS	107.02					107.02			107.02
ART 18, 1987	SCHOOL COMPUTERS	7,988.97					7,988.97	7,417.50		571.47
ART 65, 1980	DOHERTY JR HIGH SCHOOL	64.28					64.28			64.28
ART 52, 1979	BANCROFT SCHOOL ROOF	4,910.08					4,910.08	4,910.08		0.00
ART 25, 1989	AHS ROOF	35,045.61			150,000.00		185,045.61	48,851.40		136,194.21
		48,115.96	0.00	0.00	150,000.00	0.00	198,115.96	81,178.98	0.00	136,936.98
TOTAL CAPITAL PROJ.		1,397,047.07	0.00	1,243,016.40	(106,000.00)	42,509.21	2,576,572.68	1,116,612.87	0.00	1,459,959.81
		1,810,626.77	13,210.00	1,243,016.40	(106,000.00)	0.00	2,980,853.17	1,294,175.07	0.00	1,686,678.10

**TOWN OF ANDOVER, MASSACHUSETTS
BALANCE SHEET
JUNE 30, 1991**

	GENERAL FUND	CAPITAL PROJECT	SPECIAL REVENUE	LONG-TERM OBLIGATIONS	GRAND TOTAL
ASSETS					
Cash and Equivalents	1,370,504.61	1,459,960.11	555,414.58		3,385,879.30
Accounts Receivables:					
Property Taxes	2,268,213.14				2,268,213.14
Excise Taxes	291,598.22				291,598.22
Water & Sewer Charges	912,517.98				912,517.98
Tax Liens	1,315,415.88				1,315,415.88
Departmental Revenue	56,860.31				56,860.31
Special Assessments	618,025.31				618,025.31
Due from other Governments	904,195.34	0.00	459,925.92		1,364,121.26
Total Cash & Receivables	7,737,330.79	1,459,960.11	1,015,340.50	0.00	10,212,631.40
Other Assets					
Tax Possessions	67,408.27				67,408.27
Amounts to be Provided for:					
Bond Anticipation Notes Payable	0.00	1,429,000.00	197,000.00		1,626,000.00
Long Term Obligations	0.00			31,675,450.00	31,675,450.00
Total Assets	7,804,739.06	2,888,960.11	1,212,340.50	31,675,450.00	43,581,489.67
=====					
LIABILITIES AND RESERVES					
Accrued Payroll Withholdings	(89,835.66)				(89,835.66)
Reserve for Abatements	(346,583.85)				(346,583.85)
Deferred Revenue	(5,112,311.33)	0.00	(459,925.92)		(5,572,237.25)
Unclaimed Items	(62,320.50)				(62,320.50)
Excess on Sales of Low Value Land	(4,305.74)				(4,305.74)
Guarantee Deposits	(38,966.80)				(38,966.80)
Bond Anticipation Notes	0.00	(1,429,000.00)	(197,000.00)		(1,626,000.00)
Bonds Payable—Inside Debt Limit	0.00			(9,788,750.00)	(9,788,750.00)
Bonds Payable—Outside Debt Limit	0.00			(12,236,250.00)	(12,236,250.00)
Lease Obligations	0.00			(9,650,450.00)	(9,650,450.00)
Total Liabilities	(5,654,323.88)	(1,429,000.00)	(656,925.92)	(31,675,450.00)	(39,415,699.80)
=====					
Fund Balances					
Unreserved	(899,380.19)	(0.30)	(506,604.65)		(1,405,985.14)
Reserved for:					
Continued Appropriations	(178,387.27)	(1,414,894.70)	0.00		(1,593,281.97)
Encumbrances	(1,632,290.32)	(45,065.11)	(48,442.57)		(1,725,798.00)
Designated for:					
Over/Under Assessments	(9,929.00)				(9,929.00)
Unprovided for Abates & Exempts	529,415.69				529,415.69
Court Judgements	40,155.91				40,155.91
Total Fund Balances	(2,150,415.18)	(1,459,960.11)	(555,047.22)	0.00	(4,165,422.51)
Total Liab. & Fund Balance	(7,804,739.06)	(2,888,960.11)	(1,211,973.14)	(31,675,450.00)	(43,581,122.31)
=====					

TOWN OF ANDOVER, MASSACHUSETTS
DEBT SCHEDULE - PRINCIPAL
JUNE 30, 1991

ISSUE	ARTICLE	LOAN DATE	RATE	1992	1993	1994	1995	1996	1997 - 2001	2002 - 2006	2007 - 2010	JUNE 30, 1991
SCHOOL DEBT												
SCHOOL RENOVATIONS	ART 65, 1980	04/15/82	10.267%	1,300,000.00					0.00	0.00	0.00	1,300,000.00
SCHOOL COMPUTERS	ART 18, 1987	07/15/88	6.200%	140,000.00					0.00	0.00	0.00	140,000.00
SCHOOL COMPUTERS	ART 18, 1987	08/09/89	6.396%	93,750.00	93,750.00	93,750.00			0.00	0.00	0.00	281,250.00
HIGH SCHOOL ROOF	ART 25, 1989	08/01/90	6.469%	38,900.00	38,900.00	38,900.00	38,900.00	38,900.00	155,500.00	0.00	0.00	350,000.00
SCHOOL COMPUTERS	ART 18, 1987	08/01/90	7.010%	50,000.00	50,000.00	50,000.00	50,000.00		0.00	0.00	0.00	200,000.00
=====												
				1,622,650.00	182,650.00	182,650.00	88,900.00	38,900.00	155,500.00	0.00	0.00	2,271,250.00
=====												
WATER DEBT												
WATER RESERVOIR	ART 08, 1976	12/15/78	4.600%	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00	0.00	0.00	225,000.00
WATER BONDS	ART 52, 1983	07/15/84	8.000%	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	200,000.00	0.00	0.00	700,000.00
WATER MAINS	ART 15, 1985	07/15/86	6.788%	60,000.00	55,000.00	55,000.00	55,000.00	55,000.00	275,000.00	175,000.00	30,000.00	760,000.00
WOOD HILL TANK	ART 16, 1985	07/15/86	6.788%	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	500,000.00	340,000.00	60,000.00	1,400,000.00
WATER MAINS	ART 37, 1987	07/15/88	6.345%	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	60,000.00	0.00	0.00	160,000.00
TREATMENT PLANT	ART 1A, 1987	07/15/86	6.750%	130,000.00	130,000.00	130,000.00	130,000.00	130,000.00	650,000.00	170,000.00	10,000.00	1,480,000.00
TREATMENT PLANT	ART 1A, 1987	07/15/88	6.343%	140,000.00	180,000.00	180,000.00	180,000.00	155,000.00	465,000.00	0.00	0.00	1,300,000.00
TREATMENT PLANT	ART 1A, 1987	08/09/89	6.398%	238,750.00	238,750.00	238,750.00	232,500.00	232,500.00	1,155,000.00	1,125,000.00	875,000.00	4,338,250.00
TREATMENT PLANT	ART 1A, 1987	08/01/90	6.714%	49,250.00	49,250.00	49,250.00	49,250.00	54,250.00	283,750.00	283,750.00	176,250.00	975,000.00
=====												
				883,000.00	918,000.00	918,000.00	911,750.00	891,750.00	3,568,750.00	2,093,750.00	1,151,250.00	11,338,250.00
=====												
SEWER DEBT												
WEST ANDOVER	ART 19, 1973	12/15/75	6.100%	115,000.00	115,000.00	115,000.00	115,000.00	115,000.00	0.00	0.00	0.00	575,000.00
PUMP STA RIVERINA	ART 21, 1984	07/15/88	6.801%	228,250.00	203,250.00	203,250.00	203,250.00	203,250.00	1,016,250.00	1,016,250.00	203,250.00	3,277,000.00
SEWER - LOWELL ST	ART 26, 1985	07/15/86	6.805%	6,750.00	6,750.00	6,750.00	6,750.00	6,750.00	33,750.00	33,750.00	6,750.00	108,000.00
DRAINAGE PROJECT	ART 38, 1987	07/15/88	6.345%	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	75,000.00	0.00	0.00	200,000.00
SANITARY SEWER	ART 18, 1985	08/09/89	6.418%	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	136,000.00	0.00	0.00	306,000.00
SANITARY SEWER	ART 28, 1989	08/01/90	6.675%	55,350.00	55,350.00	55,350.00	55,350.00	60,350.00	293,250.00	211,250.00	123,750.00	910,000.00
=====												
				484,350.00	439,350.00	439,350.00	439,350.00	444,350.00	1,554,250.00	1,261,250.00	333,750.00	5,376,000.00
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TOWN OF ANDOVER, MASSACHUSETTS
DEBT SCHEDULE-PRINCIPAL
JUNE 30, 1991

ISSUE	ARTICLE	LOAN DATE	RATE	1992	1993	1994	1995	1996	1997 - 2001	2002 - 2006	2007 - 2010	JUNE 30, 1991
STREET												
RIVER RD IMPROV	ART 17, 1985	7/15/86	6.600%	111,183.00	111,183.00	111,183.00	111,183.00	110,536.00	0.00	0.00	0.00	555,268.00
RIVER ROAD	ART 17, 1986	7/15/86	6.598%	33,817.00	33,817.00	33,817.00	33,817.00	29,484.00	0.00	0.00	0.00	164,732.00
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				145,000.00	145,000.00	145,000.00	145,000.00	140,000.00	0.00	0.00	0.00	720,000.00
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LAND ACQUISITION												
LAND ACQUISITION	ART 47, 1976	12/15/76	4.600%	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00	0.00	0.00	200,000.00
LAND ACQUISITION	ART 20, 1986	07/15/88	6.345%	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	150,000.00	0.00	0.00	400,000.00
LAND ACQUISITION	A26.88;A21.87	08/09/89	6.416%	33,500.00	33,500.00	33,500.00	33,500.00	33,500.00	134,000.00	0.00	0.00	301,500.00
LAND ACQUISITION	A 21.87/26.88	08/01/90	6.604%	56,500.00	56,500.00	56,500.00	56,500.00	56,500.00	282,500.00	255,000.00	0.00	820,000.00
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				180,000.00	180,000.00	180,000.00	180,000.00	180,000.00	566,500.00	255,000.00	0.00	1,721,500.00
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PUBLIC FACILITIES												
PARKING FACILITY	ART 55, 1983	07/15/84	8.000%	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00	0.00	300,000.00
EJH REUSE	ART 11, 1982	07/15/84	8.000%	75,000.00	75,000.00	75,000.00	75,000.00		0.00	0.00	0.00	300,000.00
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				125,000.00	125,000.00	125,000.00	125,000.00	50,000.00	50,000.00	0.00	0.00	600,000.00
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TOTAL BONDED DEBT				3,420,000.00	1,990,000.00	1,990,000.00	1,890,000.00	1,745,000.00	5,895,000.00	3,610,000.00	1,485,000.00	22,025,000.00
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LIBRARY LEASE												
LIBRARY LEASE	05/01/90	07/15/87	6.65406	360,000.00	380,000.00	410,000.00	435,000.00	460,000.00	2,155,000.00	0.00	0.00	4,200,000.00
TOWN HALL LEASE			5.916%	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	200,000.00	0.00	0.00	700,000.00
SEMI - ANNUAL				180,000.00	185,000.00	205,000.00	220,000.00	235,000.00	975,000.00	0.00	0.00	2,000,000.00
OLD TOWN HALL LEASE	12/15/89	7.362619%		17,700.00	17,700.00	17,700.00	17,700.00	17,700.00	61,950.00	0.00	0.00	150,450.00
				110,000.00	120,000.00	125,000.00	135,000.00	145,000.00	925,000.00	1,040,000.00	0.00	2,600,000.00
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TOTAL LEASE LIABILITY				767,700.00	802,700.00	857,700.00	907,700.00	957,700.00	4,316,950.00	1,040,000.00	0.00	9,650,450.00
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GRAND TOTAL BY YEAR				4,187,700.00	2,792,700.00	2,847,700.00	2,797,700.00	2,702,700.00	10,211,950.00	4,650,000.00	1,485,000.00	31,675,450.00

TOWN OF ANDOVER, MASSACHUSETTS
DEBIT SCHEDULE-INTEREST
JUNE 30, 1991

ISSUE	ARTICLE	LOAN DATE	RATE	1992	1993	1994	1995	1996	1997-2001	2002-2006	2007-2010	JUNE 30, 1991
SCHOOL DEBT												
SCHOOL RENOVATIONS	ART 65, 1980	04/01/82	10.267%	133,900.00					0.00	0.00	0.00	133,900.00
SCHOOL COMPUTERS	ART 18, 1987	07/15/88	6.200%	4,340.00					0.00	0.00	0.00	4,340.00
SCHOOL COMPUTERS	ART 18, 1987	08/09/89	6.396%	15,000.00	9,000.00	3,000.00			0.00	0.00	0.00	27,000.00
HIGH SCHOOL ROOF	ART 25, 1989	08/01/90	6.469%	22,263.86	18,811.48	15,864.80	13,433.55	11,041.20	19,758.27	0.00	0.00	101,173.16
SCHOOL COMPUTERS	ART 18, 1987	08/01/90	7.010%	12,875.00	8,437.50	4,650.00	1,525.00		0.00	0.00	0.00	27,467.50
				188,378.86	36,248.98	23,514.80	14,958.55	11,041.20	19,758.27	0.00	0.00	293,900.66
WATER DEBT												
WATER RESERVOIR	ART 08, 1976	12/15/76	4.600%	9,315.00	7,245.00	5,175.00	3,105.00	1,035.00	0.00	0.00	0.00	25,875.00
WATER BONDS	ART 52, 1983	07/15/84	8.000%	53,500.00	45,375.00	37,125.00	28,875.00	20,625.00	16,500.00	0.00	0.00	202,000.00
WATER MAINS	ART 15, 1985	07/15/86	6.783%	49,535.00	45,797.50	42,167.50	38,482.50	34,797.50	118,025.00	37,087.50	1,035.00	366,927.50
WOOD HOLE WATER	ART 16, 1985	07/15/86	6.788%	91,650.00	85,150.00	78,550.00	71,850.00	65,150.00	224,000.00	73,830.00	2,070.00	692,250.00
WATER MAINS	ART 37, 1987	07/15/88	6.345%	9,480.00	8,240.00	7,000.00	5,755.00	4,505.00	5,840.00	0.00	0.00	40,820.00
TREATMENT PLANT	ART 1A, 1987	07/15/86	6.755%	95,685.00	87,235.00	78,655.00	69,945.00	61,235.00	173,900.00	16,215.00	345.00	583,215.00
TREATMENT PLANT	ART 1A, 1987	07/15/88	6.343%	77,667.50	67,747.50	56,587.50	45,382.50	34,913.75	45,260.00	0.00	0.00	327,558.75
TREATMENT PLANT	ART 1A, 1987	08/09/89	6.396%	273,437.50	258,157.50	242,877.50	227,797.50	212,917.50	841,166.25	472,576.00	113,025.00	2,941,954.75
TREATMENT PLANT	ART 1A, 1987	08/01/90	6.714%	64,082.55	59,711.61	55,980.92	52,902.79	49,718.91	197,637.96	109,937.21	18,356.41	608,331.36
				724,352.55	664,659.11	604,118.42	544,095.29	484,897.66	1,622,329.21	709,645.71	134,834.41	5,488,932.36
SEWER DEBT												
SEWER - WEST ANDOVER	ART 19, 1973	12/15/75	6.100%	31,567.50	24,552.50	17,567.50	10,522.50	3,705.00	0.00	0.00	0.00	87,915.00
PUMP STA RIVERINA	ART 21, 1984	07/15/86	6.801%	215,139.70	201,115.92	187,701.37	174,083.63	160,465.88	595,522.53	245,424.40	7,012.13	1,786,465.56
SEWER - LOWELL ST	ART 26, 1985	07/15/86	6.805%	7,117.88	6,679.13	6,233.63	5,781.38	5,329.13	19,777.53	8,150.65	232.88	59,302.21
DRAINAGE PROJECT	ART 38, 1987	07/15/88	6.345%	11,850.00	10,300.00	8,750.00	7,193.75	5,631.25	7,300.00	0.00	0.00	51,025.00
SANITARY SEWER	ART 18, 1985	08/09/89	6.416%	18,530.00	16,354.00	14,178.00	12,002.00	9,828.00	17,527.00	0.00	0.00	88,417.00
SANITARY SEWER	ART 28, 1989	08/01/90	6.675%	59,374.69	54,462.38	50,269.62	46,810.24	43,251.21	159,568.46	78,064.45	12,890.65	504,691.70
				343,579.77	313,463.93	284,700.12	256,393.50	228,208.47	799,695.52	331,639.50	20,135.66	2,577,816.47

TOWN OF ANDOVER, MASSACHUSETTS
DEBIT SCHEDULE-INTEREST
JUNE 30, 1991

ISSUE	ARTICLE	LOAN DATE	RATE	1992	1993	1994	1995	1996	1997-2001	2002-2006	2007-2010	JUNE 30, 1991
STREET												
RIVER RD IMPROV	ART 17, 1985	7/15/86	6.600%	33,144.77	25,917.88	18,579.81	11,130.55	3,702.96	0.00	0.00	0.00	92,475.97
RIVER ROAD	ART 17, 1986	7/15/86	6.598%	9,802.73	7,804.62	5,372.69	3,106.95	987.04	0.00	0.00	0.00	26,874.03
				42,947.50	33,522.50	23,952.50	14,237.50	4,690.00	0.00	0.00	0.00	119,350.00
LAND ACQUISITION												
LAND ACQUISITION	ART 47, 1976	12/15/76	4.900%	8,280.00	6,440.00	4,600.00	2,760.00	920.00	0.00	0.00	0.00	23,000.00
LAND ACQUISITION	ART 20, 1986	07/15/88	6.345%	23,700.00	20,600.00	17,500.00	14,387.50	11,262.50	14,600.00	0.00	0.00	102,050.00
LAND ACQUISITION	A26,88;21,87	08/09/89	6.416%	18,257.50	16,113.50	13,969.50	11,825.50	9,681.50	17,269.25	0.00	0.00	87,116.75
LAND ACQUISITION	A21,87/26,88	08/01/90	6.604%	53,126.50	48,112.13	43,832.26	40,301.01	36,826.26	130,809.40	43,273.50	0.00	396,281.06
				103,364.00	91,265.63	79,901.76	69,274.01	58,690.26	162,678.65	43,273.50	0.00	608,447.81
MUNICIPAL FACILITIES												
PARKING FACILITY	ART 55, 1983	07/15/84	8.000%	22,625.00	18,562.50	14,437.50	10,312.50	6,187.50	2,062.50	0.00	0.00	74,187.50
EJH REUSE	ART 11, 1982	07/15/84	8.000%	21,562.50	15,468.75	9,281.25	3,093.75		0.00	0.00	0.00	49,406.25
				44,187.50	34,031.25	23,718.75	13,406.25	6,187.50	2,062.50	0.00	0.00	123,593.75
TOTAL BONDED DEBT INTEREST												
				1,446,810.18	1,173,191.40	1,039,906.35	912,365.10	763,715.09	2,606,524.15	1,084,558.71	154,970.07	9,212,041.05
LIBRARY LEASE												
LIBRARY LEASE	05/01/90	0.654058%		263,740.00	240,980.00	216,285.00	189,450.00	180,580.00	305,265.00			1,376,300.00
TOWN HALL LEASE INT.	07/15/87	5.916%		38,450.00	32,550.00	26,950.00	20,750.00	14,850.00	11,900.00	0.00	0.00	145,150.00
OLD TOWN HALL LEASE	12/15/89	7.362619%		148,785.00	136,297.50	122,780.00	107,525.00	90,947.50	162,017.25	0.00	0.00	768,352.25
				182,450.00	175,260.00	167,480.00	159,092.50	149,920.00	576,602.50	167,860.00	0.00	1,578,665.00
				633,425.00	585,087.50	533,195.00	476,817.50	416,297.50	1,055,784.75	167,860.00	0.00	3,868,467.25
GRAND TOTAL BY YEAR												
				2,080,235.18	1,758,278.90	1,573,101.35	1,389,182.60	1,210,012.59	3,662,308.90	1,252,418.71	154,970.07	13,080,508.30

TOWN OF ANDOVER, MASSACHUSETTS
ANALYSIS OF RESERVE ACCOUNT AND COMPENSATION FUND
YEAR ENDING JUNE 30, 1991

RESERVE FUND

Transfers by Authority of the Finance Committee:		Transfers by Vote of Town Meeting, April 3, 1990	
General Government	Personal Services	53,320.57	From Taxation
General Government	Other Expenses	41,796.10	
Public Safety	Personal Services	49,726.27	
Public Safety	Other Expenses	22,700.00	
Department of Public Works	Other Expenses	7,640.48	
Library	Personal Services	24,816.58	
Balance to Surplus		0.00	
		-----	-----
		200,000.00	200,000.00
		=====	=====

COMPENSATION FUND

Transfers by Authority of the Board of Selectmen:		Transfers by Vote of the Town Meeting, April 3, 1990	
Public Safety		60,000.00	From Taxation
		-----	-----
		60,000.00	
		0.00	
		-----	-----
		60,000.00	60,000.00
		=====	=====

TOWN OF ANDOVER, MASSACHUSETTS
EXPENDITURES FOR AGENCY AND MISCELLANEOUS ACCOUNTS
YEAR ENDED JUNE 30, 1991

Employees' Payroll Deductions		7,084,791.17
State Grants		639,473.93
Refunds:		
Real Estate Taxes	937,454.28	
Personal Property Taxes	16,470.14	
Motor Vehicle Taxes	35,416.07	
Water Rates and Services	4,881.16	
Sewer Charges	1,335.54	
Interest and Demands	28.11	
Parking Tickets	45.00	
Miscellaneous	14,145.75	1,009,776.05
Petty Cash		1,475.00
Off-duty Work Details		425,135.30
Miscellaneous Trust Funds		47,951.89
Merrimack Valley Library Consortium		455,838.70
Cemetery Perpetual Care Funds		37,840.00
Unemployment Compensation		57,132.46
Insurance Fund		32,064.22
Fishing Licenses to State	12,100.75	
Walter Raymond Fund	68.61	
Lucy Shaw Fund	2,374.29	
Police Department Drug Abuse	1,340.00	15,883.65
Investment Funds		20,798,465.66
Temporary Borrowing		6,882,000.00
School Lunch Program:		
Personal Services	360,014.89	
Other Expenses	282,808.75	642,823.64
Andover Athletic Program		42,980.49
Music Revolving		3,377.17
Student Teachers Revolving		746.67
Community ASK Revolving		4,376.53
Chapter 71 Sec 71E		2,319.60
Council on Aging		26,969.18
Tailings		44.42
Meals Taxes		1,403.82
Tax Title Expenses		17,983.38
Chapter 90 Funds		52,819.15
Community Garden Project		989.97
Frontage Road		21,485.62
Fireworks (Gifts)		6,000.00
SHED Contribution		5,028.04
TOT Lot		1,364.31
Old Town Hall Restoration		3,408.85
Court Judgements		40,155.91
Guarantee Deposits		6,382.15
Miscellaneous		1,104,602.77

		39,473,089.70
		=====

TOWN OF ANDOVER, MASSACHUSETTS
ANALYSIS OF LONG TERM DEBT AUTHORIZED
JUNE 30, 1991

ARTICLE	PROJECT NAME	AUTHORIZATION
ART 43, 1982	RIVERINA ROAD	1,000,000.00
ART 21, 1984	RIVERINA ROAD PLANT EXPANSION	866,837.00
ART 1A, 1987	WATER TREAT PLANT EXPANSION	6,950,000.00
ART 18, 1985	SEWER SYSTEM IMPROVEMENTS	1,160,000.00
ART 37, 1987	WATER MAIN CONSTRUCTION	1,300,000.00
ART 20, 1989	SHED TEMPORARY CLASSROOMS	150,000.00
ART 25, 1989	ANDOVER HIGH SCHOOL ROOF	150,000.00
ART 28, 1989	SEWER-LOWELL ST/WEST PARISH DR	90,000.00
ART 31, 1989	ENGINEERING SPECS	500,000.00
ART 32, 1989	STORM DRAINS	100,000.00
ART 33, 1989	SEWER-NORTH STREET	190,000.00
ART 46, 1990	TRAFFIC SIGNAL FRONTAGE/DASCOMB	110,000.00
ART 41, 1991	NORTH STREET SEWER	280,000.00
ART 43, 1991	STORM DRAINS	325,000.00

		13,171,837.00
		=====



DIRECTORY OF TOWN OFFICIALS **AS OF DECEMBER 31, 1991**

ELECTIVE

BOARD OF SELECTMEN

Gerald H. Silverman, Ch. - 1992
Charles H. Wesson, Jr. - 1992
William T. Downs - 1993
James M. Barenboim - 1994
Larry L. Larsen - 1994

ANDOVER HOUSING AUTHORITY

Mary Jane Powell, Ch. - 1993
Ronald C. Hajj, V. Ch. - 1994
Eileen M. Connolly, Treas. - 1994
John P. Hess - 1995
Hartley M. Burnham* - 1996

*Appointed by Commissioner
of Dept. of Comm. Affairs.

SCHOOL COMMITTEE

Christopher M. Outwin, Ch. - 1993
Susan T. Dalton - 1994
Susan E. Jenkins - 1994
Clifford Scott - 1992
Richard L. Hubbell - 1992

REGIONAL SCHOOL COMMITTEE

Joseph Gleason, Andover
Terrence L. Breen, Methuen
Thomas L. Groedine, Methuen
Leo L. LaMontagne, Lawrence
Francis J. McLaughlin, Lawrence
Evelyn A. Burke, Lawrence
John J. Caffrey, No. Andover

TOWN MODERATOR

James D. Doherty - 1992

TRUSTEES, CORNELL FUND

Alcide J. Legendre
John J. Williams
Edwin F. Reidel

TRUSTEES OF PUNCHARD

FREE SCHOOL

Earl G. Efinger - 1994
Joan M. Lewis
John R. Petty
Robert A. Finlayson
Donna C. Ellsworth
Reverend Joseph W. LaDu
Reverend Calvin F. Mutti
Reverend James A. Diamond

APPOINTIVE

TOWN MANAGER - Reginald S. Stapczynski
SUPERINTENDENT OF SCHOOLS - Dr. Mark K. McQuillan

FINANCE

Donald W. Robb, Ch.
Joanne F. Marden
Frederic A. Stott
Peter J. Volpe
John J. Dwyer
Frederick P. Fitzgerald
Edward A. Weil
Virginia S. Keaton
Donald F. Schroeder

PLANNING BOARD

John D. O'Brien, Ch.
Susan G. Stott
Carl J. Byers
Mariann Lombardi
Hooks K. Johnston, Jr.

TRUSTEES, MEMORIAL HALL LIBRARY

Patricia H. Edmonds, Ch.
Maria A. Rizzo
Joseph A. Glasser
Karen M. Herman
Margaret I. Jurgen
Thomas J. Swift
Melissa Morris Danisch

ZONING BOARD OF APPEALS

C. Ryan Buckley, Ch.
Pamela H. Mitchell
Paul Bevacqua
Daniel S. Casper
Carol C. McDonough
Associate Members:
Jane E. Griswold
Peter F. Reilly
Alan R. Shulman
John F. Bradley, II

BOARD OF REGISTRARS

John R. Williams
Wendell A. Mattheson
Robert R. Schmidt

CONSERVATION COMMISSION

Robert A. Pustell, Ch.
Donald D. Cooper
Phillip F. Wormwood
Scott Matsumoto
Mark S. Curtin
Judith M. Chupasko
James M. Marsh

BOARD OF ASSESSORS

William J. Krajewski
Archibald D. MacLaren
Anthony J. Torrissi

BOARD OF HEALTH

Dr. Douglas Dunbar
Dr. Stephen H. Loring
John R. Kruse

TOWLE FUND

Phillip F. Sullivan
Ruth E. Westcott
Marilyn R. Brody

G.L. SANITARY DISTRICT

Robert E. McQuade

DESIGN ADVISORY COMM.

Thomas P. McClearn, Ch.
Nancy B. McBride
Ellen A. Zipeto
Christopher S. Doherty
Donald J. Harding

INDUSTRIAL DEV. FINANCING AUTH.

Dr. Lawrence S. Spiegel
Michael W. Morris
Thomas J. Swift
Paul W. Cronin
Robert A. Finlayson

DEVELOPMENT & INDUS. COMM.

Dr. Lawrence S. Spiegel
Robert A. Finlayson
Thomas J. Swift
Paul W. Cronin
S. Joseph Hoffman

HISTORICAL COMMISSION

John S. Sullivan
Ellen A. Zipeto
Joel C. Claydon
Karen M. Herman
Norma A. Gammon
Philip K. Allen - Ch. Emeritus

COMMITTEE ON TOWN TRUST FUNDS

Andrew A. Shea
Myron H. Muise
Robert A. Henderson

TRUSTEES OF SPRING

GROVE CEMETERY

Gilbert J. Cromie
Charles A. Bergeron
Paul W. Cronin
Rebecca A. Backman
Irving J. Whitcomb
Lawrence J. Hesinius, Jr.

MERRIMACK VALLEY PLANNING COMMISSION

Dr. Lawrence S. Spiegel

RETIREMENT BOARD

William T. Downs
Mary K. Lyman
Rodney P. Smith

ANDOVER ARTS COUNCIL

Ron Wackowski
Ruth N. Ruskin
Teresa Morgan
Margaret A. Pustell
John F. Zipeto
Katherine Hoffman
Diane Pitocheill

CABLE ADVISORY COMMITTEE

Annetta R. Freedman
John R. Dempsey
Barbara Worcester
James P. Murphy
James M. Lyman

PATRIOTIC HOLIDAY/

STREET OF FLAGS COMMITTEE

John J. Lewis
Richard J. Bowen
John C. Doherty
Harold F. Hayes
John Milne
Edward J. Morrissey
James M. Bamford
Robert M. Henderson
William C. MacKenzie
James Deymond

COUNCIL ON AGING

Thomas F. Powers
Helen A. Watkinson
William T. Ryan
Dorothy L. Bresnahan
William L. Lane
Oscar Rosenberg
Doreen Correnti
Paul L. Twomey
Robert P. Kenney
Doris Hudgins
William Mueller
Arthur W. Smith

WATER CONSERVATION COMMITTEE

David E. Bales
Albert Robbat, Jr.
Charles F. Dalton, Jr.
Mary Clark Webster
C. Joyce Ringleb
Katherine E. Kloss
Richard J. Bowen
Robert E. McQuade - Ex Officio

SHED BOARD OF DIRECTORS

Paul Finger
Lois Karfunkel
Molly Marsh
Judy Rogers
Kim Yoshida

ANDOVER HOUSING PARTNERSHIP/

FAIR HOUSING COMMITTEE

Carl J. Byers
David Hastings
Christopher D. Haynes
Lorene A. Comeau

UNITED STATES SENATORS

Edward M. Kennedy, 1702 P.O. Bldg., Boston
John Kerry, 2003 JFK Federal Bldg., Boston

SECOND ESSEX AND MIDDLESEX DISTRICT

Patricia McGovern - 74 Saunders St., Lawrence

SEVENTEENTH ESSEX DISTRICT REPRESENTATIVE IN GENERAL COURT

Gary M. Coon, 27 Korinthian Way, Andover

FIFTH CONGRESSIONAL DISTRICT

Chester Atkins, 134 Middle St., Lowell

FIFTH COUNCILOR DISTRICT

John P. Harris, 31 Lincoln Circle, Andover

DIRECTORY OF DEPARTMENT HEADS AS OF DECEMBER 31, 1991

Animal Inspector	Richard D. Lindsay, D.V.M.
Civil Defense Director	James F. Johnson
Community Development Department	
Director of Health	Everett F. Penney
Inspector of Buildings	Sam J. DeSalvo
Director of Planning	Stephen L. Colyer
Electrical Inspector	Richard J. Salenas
Plumbing, Gas & Sewer Inspector	Bruce P. Hale
Council On Aging	Mary A. Byrne
Finance and Budget Director	Anthony J. Torrisi
Chief Assessor	William J. Krajewski
Collector/Treasurer	Myron H. Muise
Data Processing Manager	Barbara D. Morache
Purchasing Agent	John W. Aulson
Veterans Service Agent	John J. Lewis
Fire Chief	Harold F. Hayes
Game Warden	Forrest H. Noyes, Jr.
Deputy Game Warden	James W. Deyermund
Deputy Game Warden	Eugene A. Zalla
Housing Authority Executive Director	Nancy M. Marcoux
Municipal Maintenance Director	Frederick L. Jaeschke
Building Superintendent	Kenneth H. Parker
Forester (Cemetery, Forestry, Parks)	James M. Bamford
PHE/Vehicle Maint. Superintendent	James J. Brightney
Police Chief	James F. Johnson
Dog Officer	Wayne D. Nader
Public Works Director	Robert E. McQuade
Highway Superintendent	John F. Canavan, Jr.
Town Engineer	John Avery, Jr.
Memorial Hall Library Director	Nancy C. Jacobson
Town Accountant	Rodney P. Smith
Town Clerk	Randall L. Hanson
Town Counsel	Thomas J. Urbelis

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